

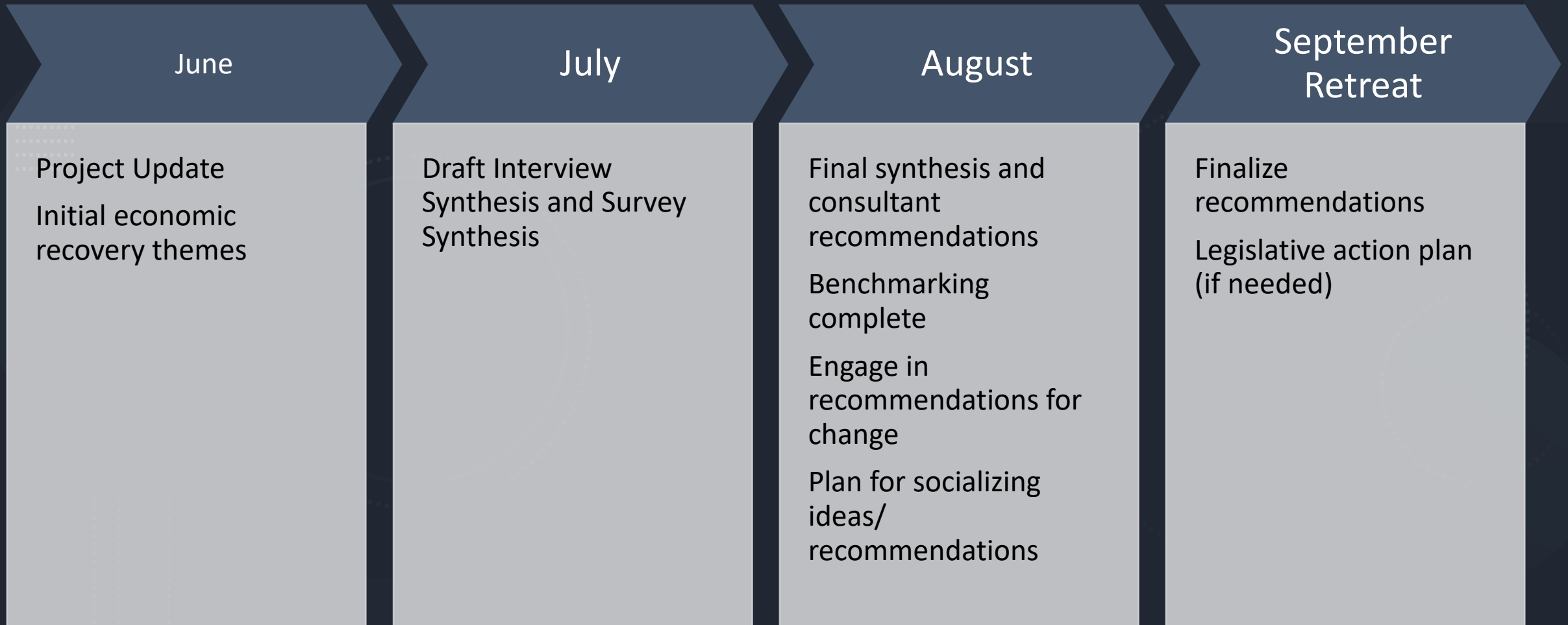


Workforce Board 360 Assessment

March - July 2020

Completed by Clarity Consulting Partners

360 Activities for Board Meetings



Mindsets

Where we're at

Brain Responses

Watch out for the
overly vigilant amygdala!

THREAT

External Stimuli

*Note: Brain treats
social threats the
same as physical*

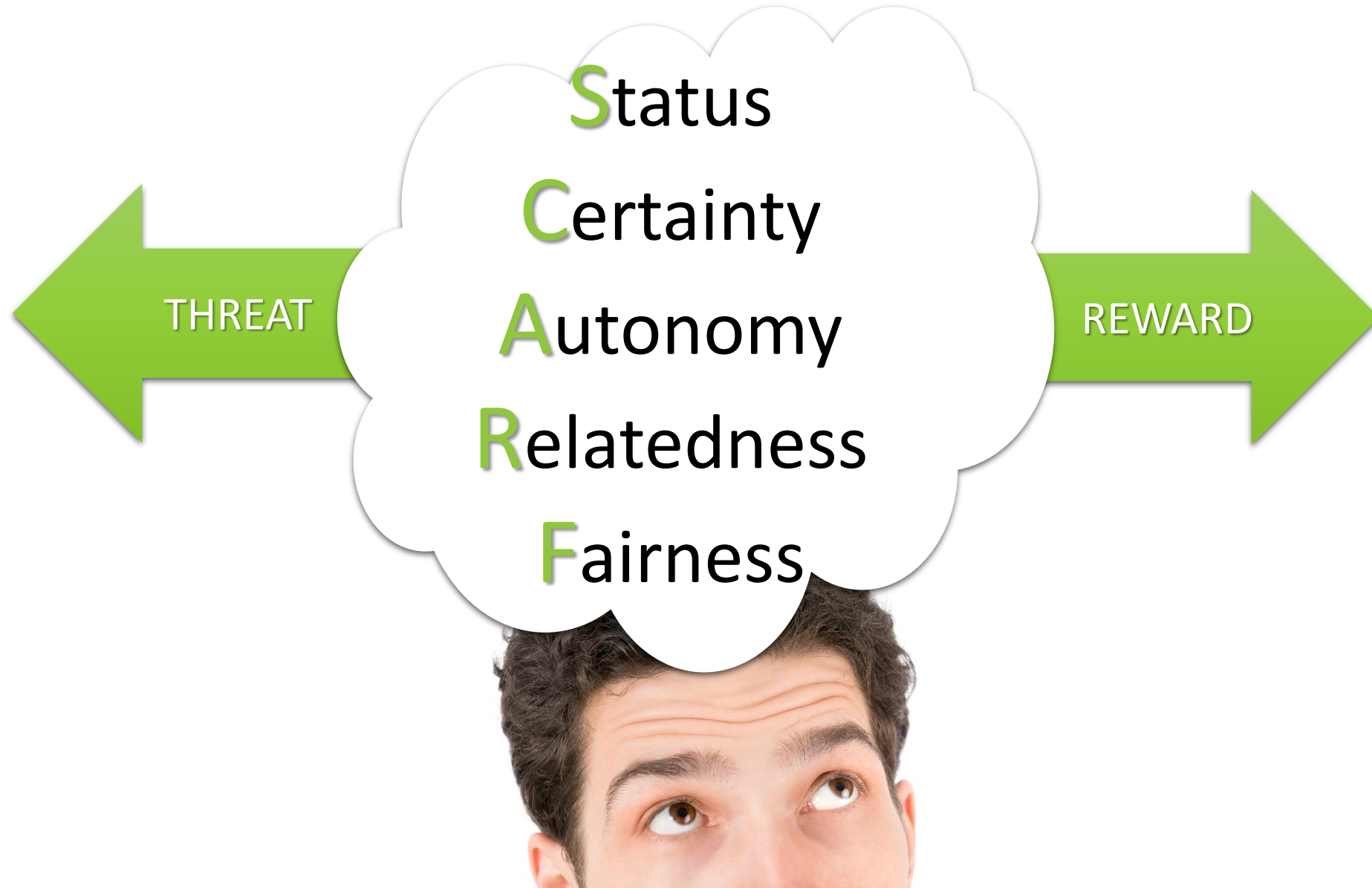
REWARD

- Prefrontal cortex resources decrease
- Less oxygen and glucose for working memory – inhibits linear processing
- Diminished cognitive resources
- Generalize more
- Small stressors more likely to be perceived as large

- Increase in dopamine, stimulates interest and learning
- Better collaboration
- Wider field of view = better non-linear problem-solving



SCARF Model



360 Mindsets

- Assume good intent
 - Two common mistakes:
 - Accepting something as true too quickly
 - Rejecting something as false too quickly
 - Do not assume you know the source of a particular comment
 - Surprises and “ouch”es are often blind spots – pay close attention to those
 - Change and discomfort are part of growth
 - This is the start of processing the info – let it soak. One set of inputs for a strategic conversation in next couple of months.
-

Recommend bringing a growth mindset to processing information.





Leading Systemic Change

Three capabilities:

- Ability to see the larger system – people usually see only from their vantage point
- Fostering reflection and generative conversation (holding up the mirror)
- Shifting focus from reactive problem-solving to co-creating the future



“The Dawn of Systems Leadership,” Senge, Hamilton, Kania

Project Scope and Methodology

Where we're at

Four primary workstreams



Interviews



Literature Review



Survey



Benchmarking

Interviews

- 54 Interviews
- Blend of level of familiarity with Board
- See Appendix for Interview names and questions

Authorizing Environment	Government	Business	Labor	Stakeholders/ Partners	Staff
8	11	9	8	11	7

Survey Design and Method

Design Principles

- 69 questions, designed for in-depth responses
- Only demographic questions mandatory, allowing people to skip questions
- Ability to complete on a mobile device
- Qualitative question for every survey category

Content

- Purpose and Role
- Influence and Authority
- Staff
- Priorities, including each task in the RCW

Survey outreach

- Board
- 130 (app) direct invites
- WTB newsletter
- Board member direct outreach to business and labor
- Open for 8 weeks

Methodology for Processing Data

177 survey responses

- 14% business
- 8% labor
- 42% state government

Used four filters when processing survey

- Government
- Business
- Labor
- Other

Survey charts

- Used judgment to present most relevant information; all data is available if desired
- Watch the “N” on charts – many people skipped questions, so sometimes the sample is small. For some filters, business and labor had 10-13 responses.

Qualitative data

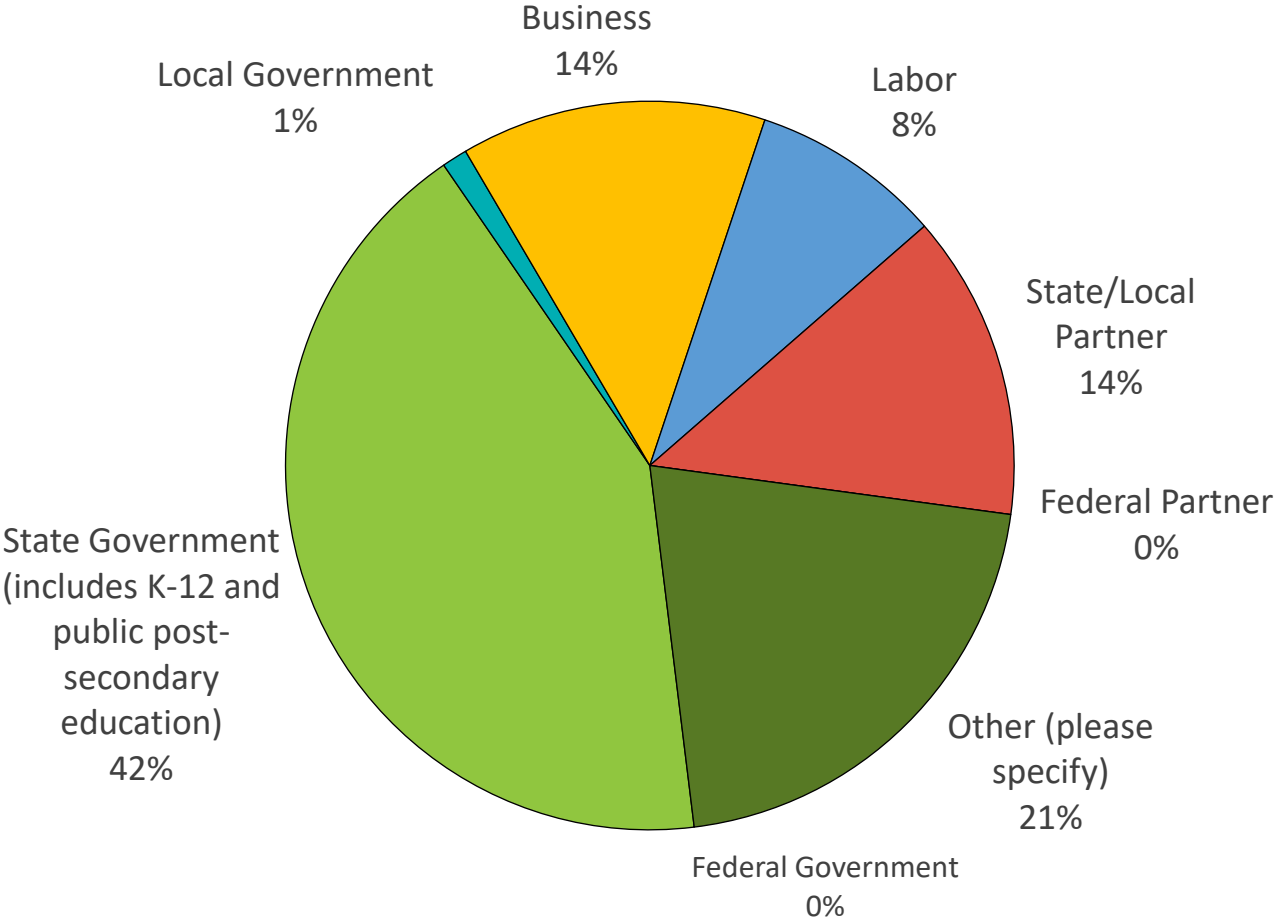
- Combined qualitative data for both interviews and survey
- Used a modified “Q-Sort” method
- Coded 919 lines into 14 categories

Comments regarding individuals

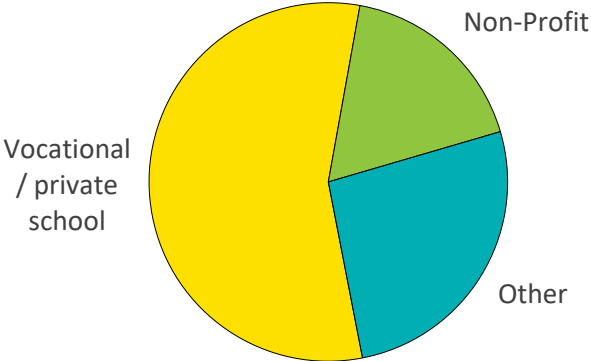
- Will be shared with appropriate people
- Not included in this synthesis

Which sector do you represent?

Choose one.



"Other" category representation

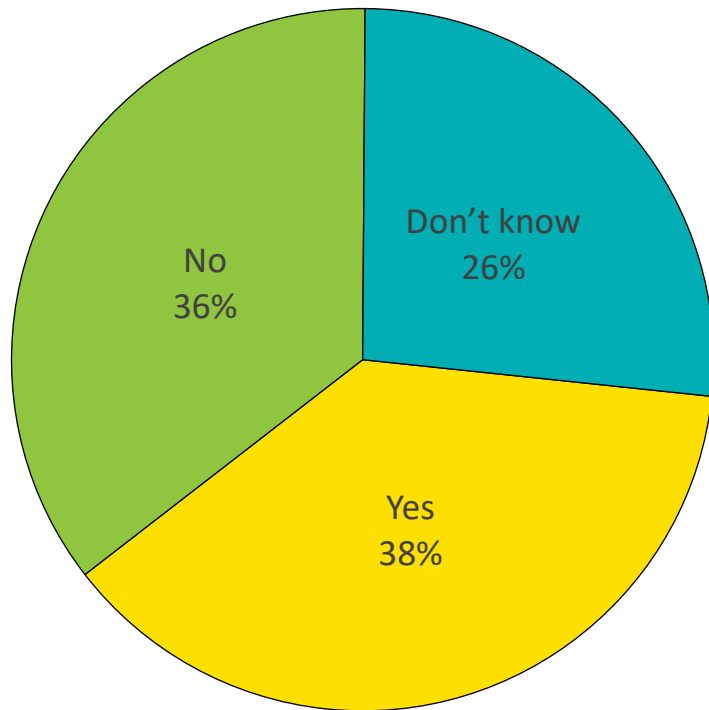


N=37

N=177

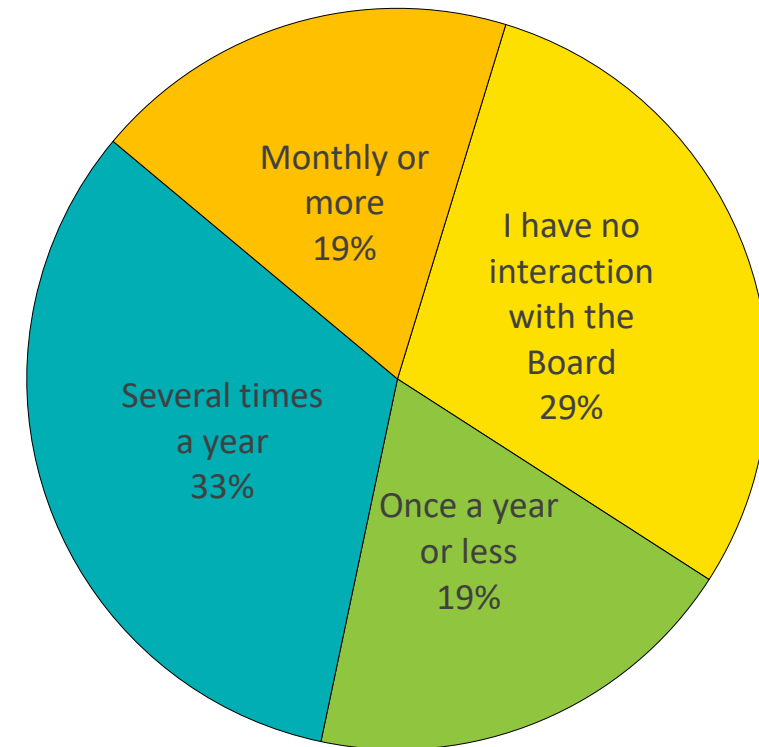
Survey Demographics, continued

Do you represent an organization that is represented on the Board?



N=177

My interaction with the Board is:



N=177

Categories for review:

1. Board Performance
2. Board Authority
3. Board Role
4. Desired Impact and Goals
5. Board Representation
6. Board Priorities and Duties
7. Staff

Summary slide provided for each category.

Executive Summary

Survey and Interview Data

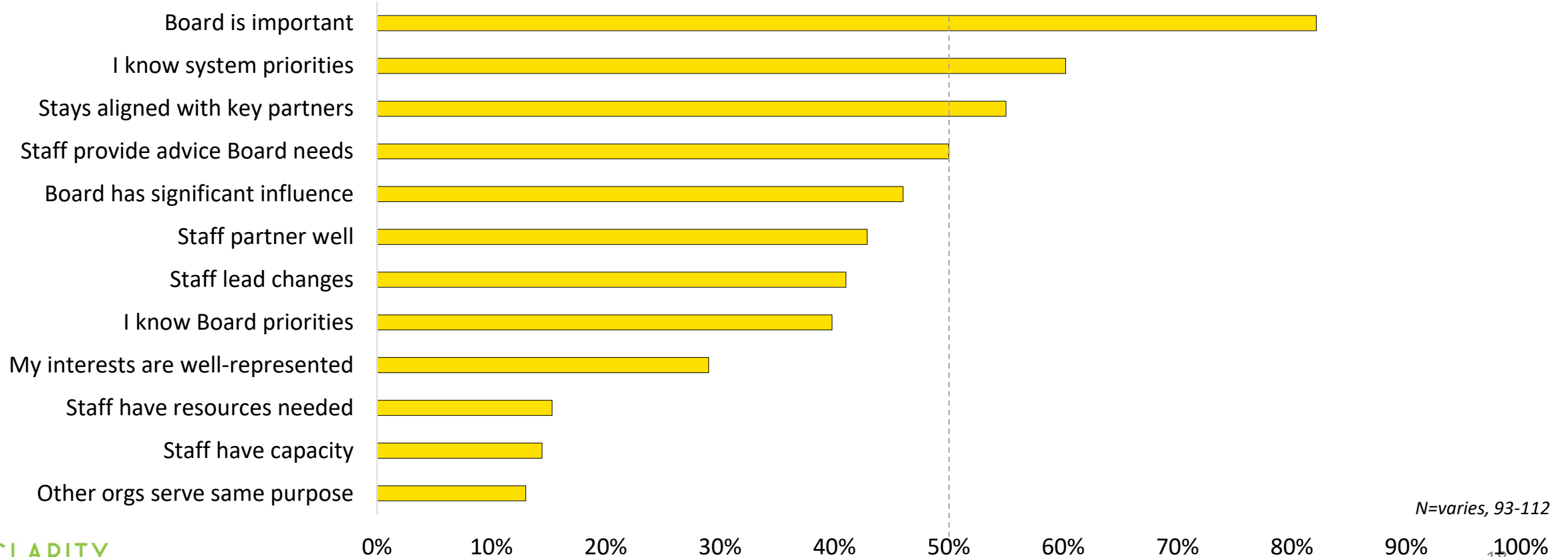
Synthesis Summary

Some themes we heard in interviews and survey responses. These are not consensus themes – don't reflect 100% agreement between data sources.

- Board is recognized as important but not living up to its potential
- Board is not appropriately influential and often not providing the big picture thinking and guidance others seek
- Board is limited in authority and resources, which respondents feel limits its effectiveness
- Board does not credibly represent the business community; many feel it disproportionately reflects government voice
- Desire for Board to drive the system, provide clear direction
- The breadth of requests for role, representation, goals and focus areas for the Board reflects the variation and inconsistency in what others want from the Board – it is an impossible set of requests and needs either the Board or the Governor to resolve

Comparison Chart Across Survey Questions

% agree across survey



Performance

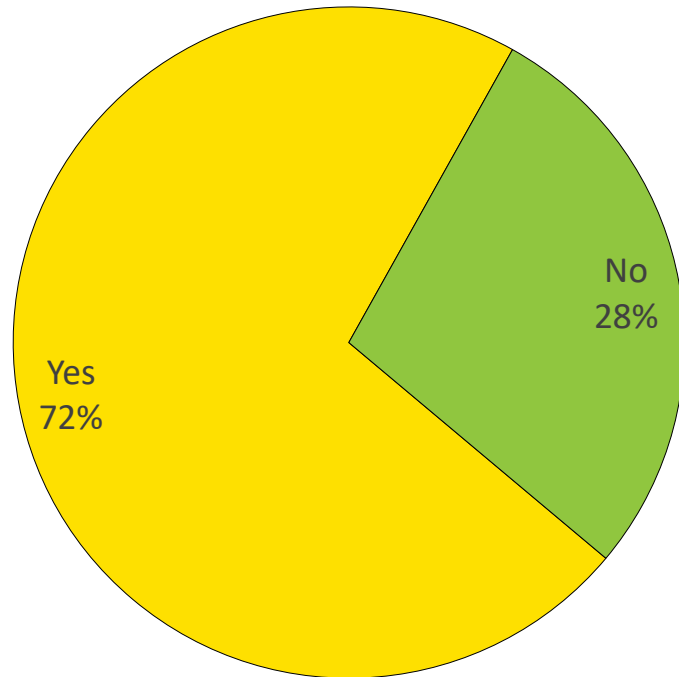
Survey and Interview Data

Board Performance Summary Slide

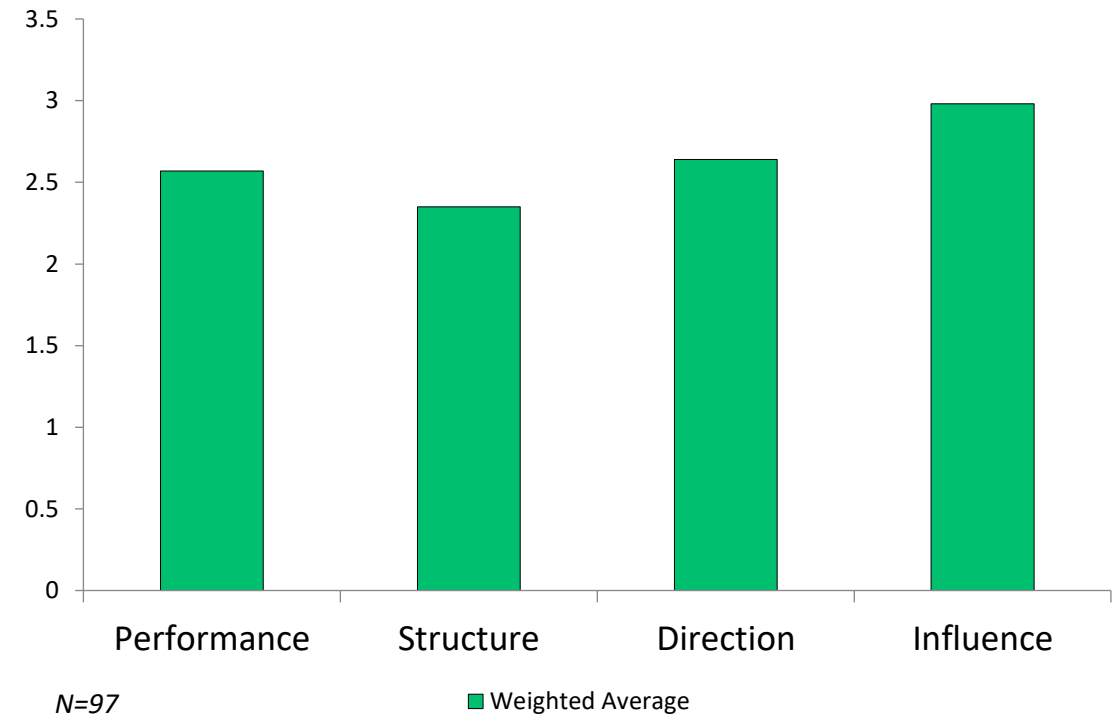
- Clear agreement that change is needed
- Some themes:
 - Board is seen as needed, but not influential
 - Board is not go-to resource
 - Board is moderately aligned with partners
 - Desire for meetings to shift focus
 - Some feel that resource constraints may be linked to lower performance

Should the Board change?

**Do you think the Board needs to change ?
(Change could be in performance,
structure, direction, etc.)**

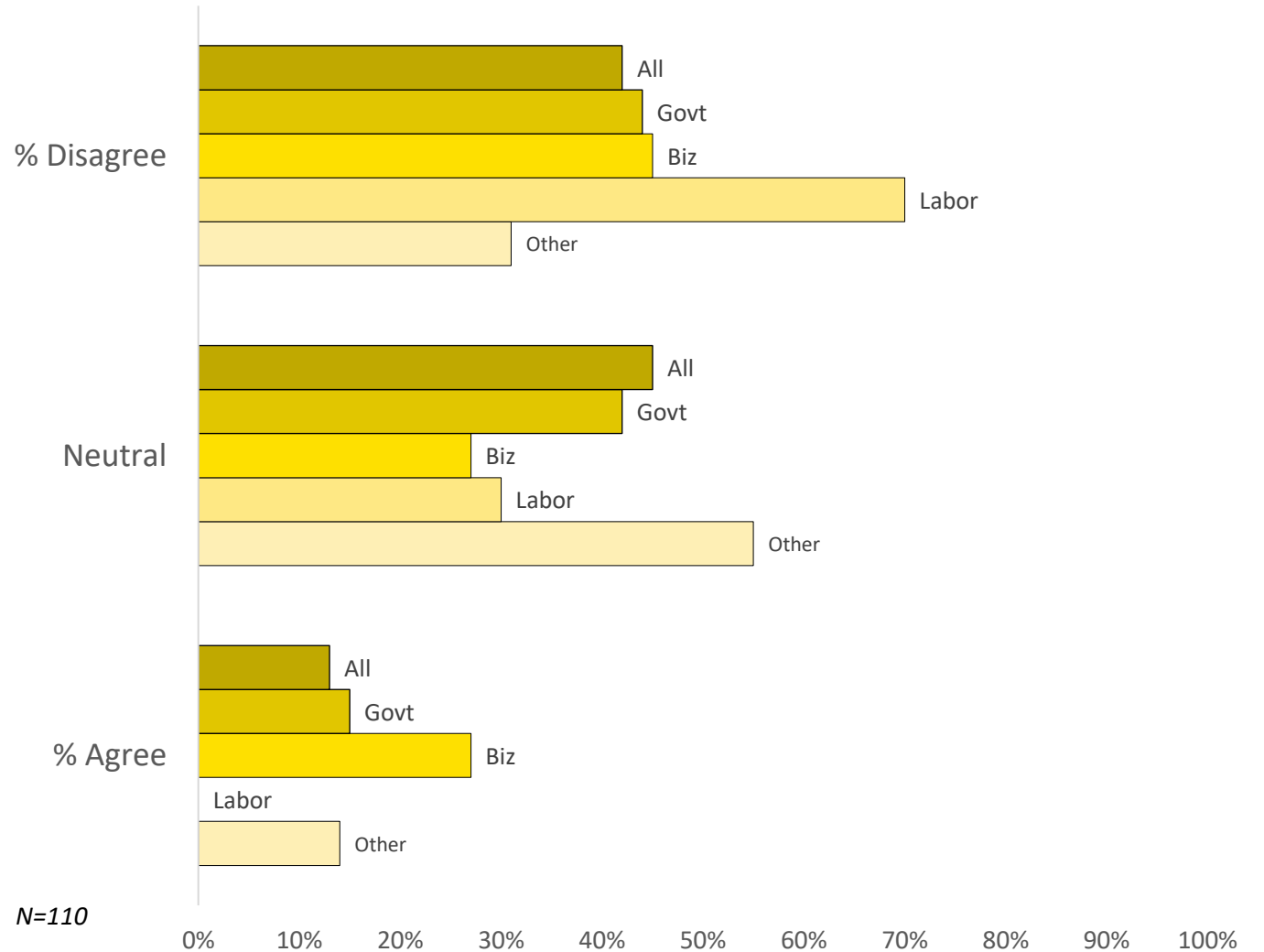


**What are the most pressing categories for
Board change?**



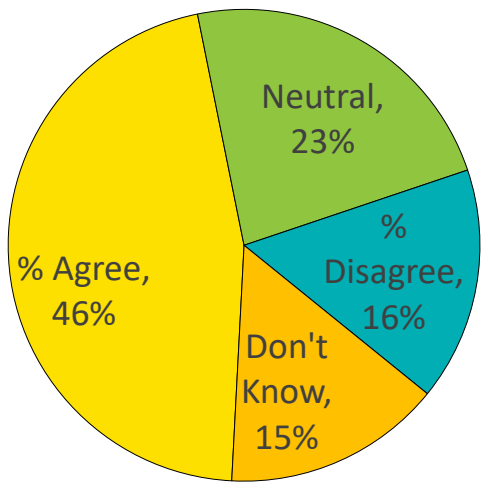
Is the Board redundant?

There are other orgs. that serve the same purpose as Board and do it better.



Board Influence

The Board currently has significant influence on the workforce development system in Washington State.



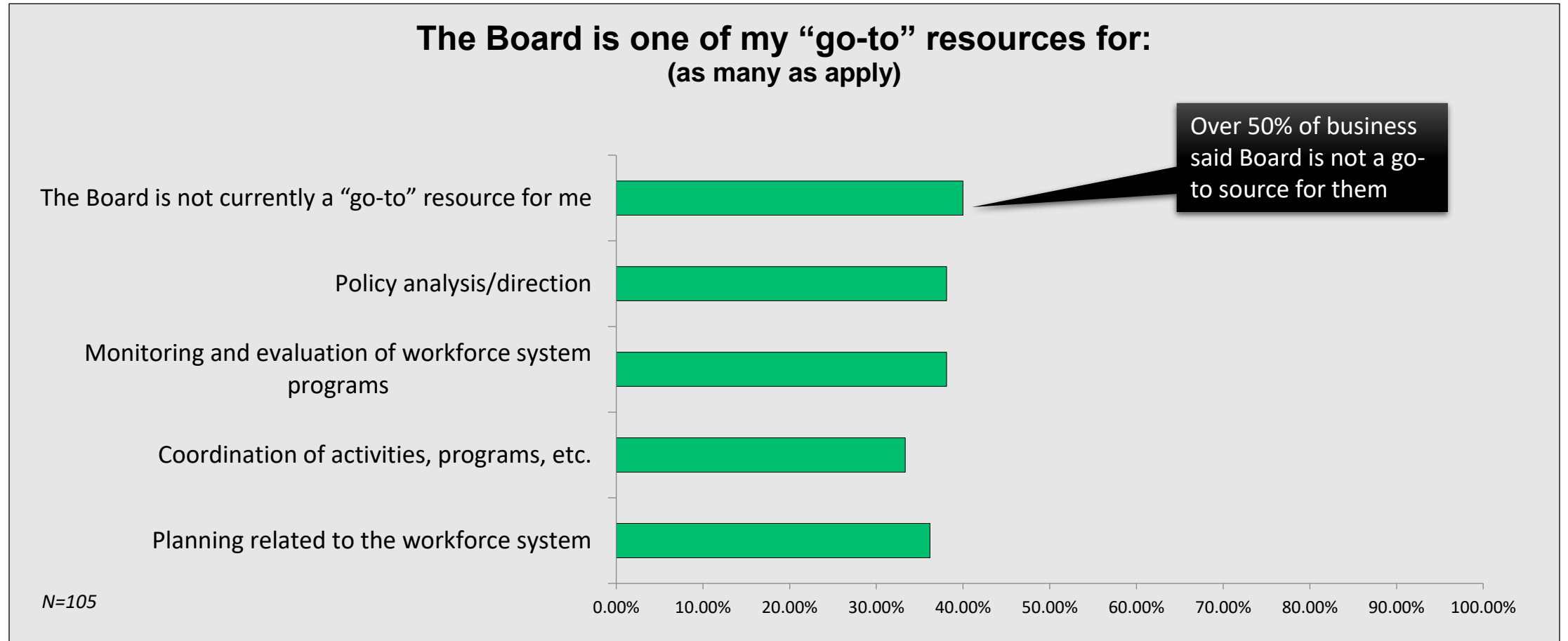
N=100

How could the Board have greater influence?

Green = Top 2 (Labor had 4 second place, so only show #1)
Red = last choice

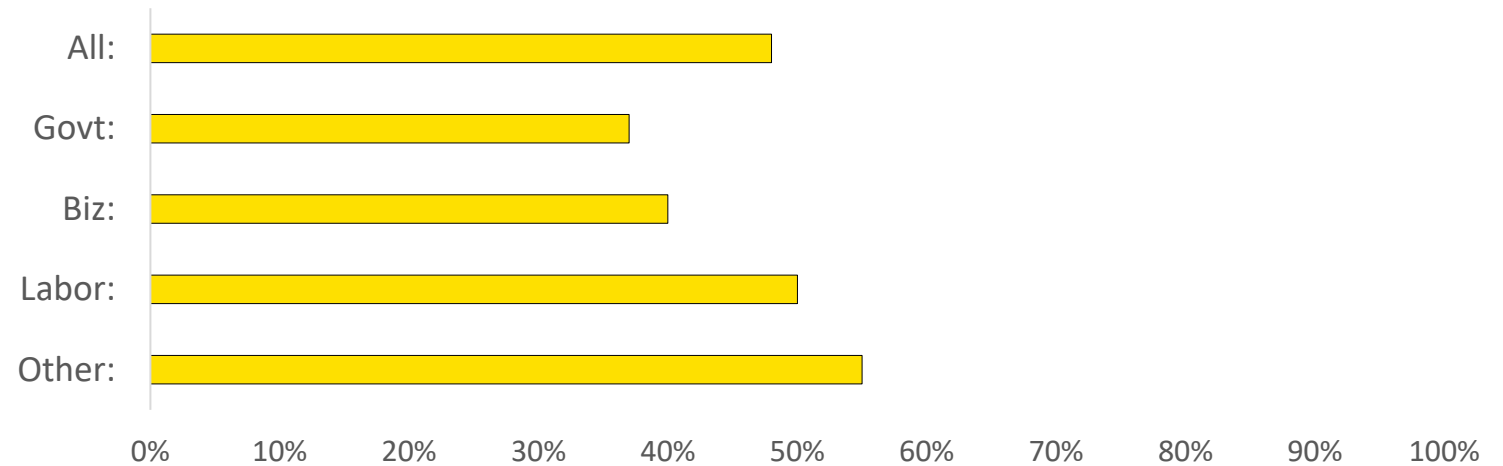
	All	Govt	Biz	Labor	Other
No change needed – it is influential as is					
Don't know					
Other (please specify)					
Same activities, but better performed					
Different authorizing legislation					
Greater responsibility for funding allocation					
Different representation on the Board/Board composition					
Different focus/activities that the Board does					

Is the Board seen as an excellent resource?



Alignment with Partners

Board is effective in staying aligned with key partners: in general



“WTB isn’t meeting the needs of industry so industry turns to Commerce or other Chambers to start programs.”

“What we hear from business is that there are gaps in listening and finding solutions in rural areas; there is a lack of understanding of needs across the state.”

“There isn't a truly aligned response to workforce issues actually led by the Board.”

Board Meetings



Heard dissatisfaction
with meetings

Too operational
Rubberstamp



Desire for meetings
to be more strategic,
system-wide focus

More meaningful
decisions
Difficult
discussions



Want meetings to
be a forum to hear
from others

Variety of system
representatives
CEOs

Performance: sample of comments

Positive:

- *High marks for ability to get into market data, workforce data and employer perception*
- *WTB does serve interests of workers/job seekers; systems they have set up, ability they have to support workers, especially those who are looking for different types of opportunities.*
- *WTB does good job for people that need assistance, such as veterans, young, people with disabilities*
- *I think this board does an excellent job, and glad they open the board meetings to those of us who have an interest in current and future direction of the workforce in WA.*
- *I think the board does a great job of staying connected, having passion around the mission and working together to make a difference.*

Negative:

- *Sometimes confusing where and when the Board wants to weigh in and where they stay silent. I take silence as a lack of confidence.*
- *They are a policy board, but they don't come up with strong policies, changing or compelling policies.*
- *Highly regarded outside of the state, not highly regarded inside the state.*
- *It doesn't often seem like the right hand knows what the left is doing. There is a tremendous amount of miscommunication that seems to weaken the board's influence and standing.*
- *I'd give us a 3 or 4 (out of 10) in the true spirit of serving business as a customer. As far as serving job seeker/worker, more in the 7 or 8 range.*

Resources

- Two main perspectives:
 - Not enough resources to do what is being asked
 - Enough resources available, but they need to be redeployed
- Need to explore IT: how it is resourced and managed
- Reliance on ESD for resources, many of which are federal dollars – this may influence focus on federal activities
- Few resources for pilot programs and high touch engagement
- Sense that disparate duties and lack of unifying structure/purpose means resources are spread too thin to be meaningful

“Give this Board more juice, funding, control to do what they’re charged with doing now and then you’ll see something.”

“Should be a redeployment of resource more than needing additional. We do not have one centralized place for business/workers to invest their time and measurably influence the policy direction for state and local policy makers. Not a clear nexus for what state and local boards are doing, and not a clear nexus for state and state policy makers.”

“Underfunded and understaffed to fulfill our true purpose.”

Board Authority

Survey and Interview Data

Board Authority Summary Slide

- Agreement that Board appropriately uses existing authority
- Majority agreement that the Board does not have adequate authority
- Sources of authority seen as Governor, resource allocation, statutory, independence from other agencies
- Variety of remedies offered but no clear consensus
- Some uncertainty about Board role with state agencies and local WDCs

Lacking Authority

- About 80% of the interview and survey comments were about the Board lacking needed authority
 - Lack of Governor support
 - Dependency on agencies for resources they are meant to influence
 - No meaningful purse strings (\$17B in education, Board has \$20M)
- A few felt the Board could establish/utilize the authority needed through policy guidance, especially with some strengthened statutory authority
- The relationship between Board, ESD and WDCs is unclear – is this a healthy tension or friction that slows results?
- Suggestion that the WTB should be a Cabinet agency

Types of Power

Expert Power	<ul style="list-style-type: none">• Power of knowledge• Here roles can sometimes be reversed between Bosses and subordinates
Referent Power	<ul style="list-style-type: none">• Ability to impact others or effect change based on the strength of relationship between the leader and followers• This power is based more on relationship than status
Legitimate Power	<ul style="list-style-type: none">• Status and position backed power• This is usually official
Reward Power	<ul style="list-style-type: none">• Potential to impact others based on control over the distribution of rewards or desired resources.
Coercive Power	<ul style="list-style-type: none">• The potential to impact others or effect change through the administration of negative sanctions• The court martial is a vivid example

The 5 Types of Power

Formal Power	Personal Power
1. Coercive Power	4. Expert Power
2. Reward Power	5. Referent Power
3. Legitimate Power	

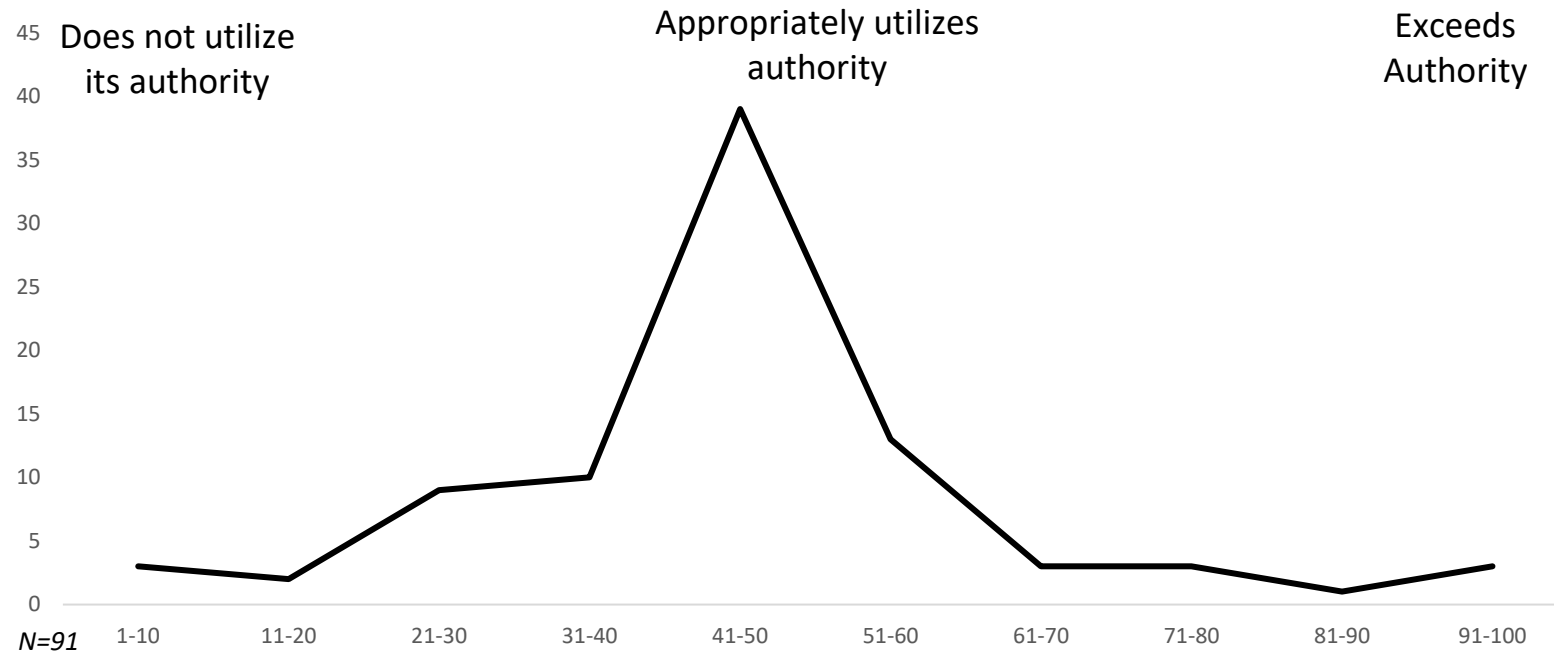
www.expertprogrammanagement.com

Lacking Authority: sample of comments

1. *Authority – structurally not working. Their one big boss is the Governor and the Governor doesn't back the state Workforce Board.*
2. *The change is in the authority vested in the Workforce Board. It's mission – more proactively serve the system and its customers. Part of it is advising the Gov and Leg more. The Board's voice needs to be much louder. State of WA does not have workforce dev funds to say – everyone of our competitor states have funds for this. In our state it goes to CTE, but not the same as funding the system to innovate and do a better job. Gov and Leg needs to hear that – workforce Board's role is to be that voice.*
3. *They're not going to move the system. I have 8 regulators to worry through and a \$20M agency is not one of them.*
4. *Sometimes I feel like the tail is wagging the dog. At the end of the day, the board minimal influence, and ESD/OSPI/SBCTC have too much.*
5. *If WTECB is to be the state's strategic workforce board -- and the strategic direction it sets on behalf of Governors is to be honored -- it must have modest statutory authority over those entities represented on the Board that have their own independent governance structures separate from Governors' cabinet and subcabinet agencies.*
6. *The staff does an amazing job with limited resources. It does not make sense to have a director trying to coordinate activities of cabinet level agencies when the WTECB is not part of the cabinet level of leadership.*
7. *Strikes me that the Workforce Board has responsibility for system change but not the fundamental authority needed.*

Use of authority

In regards to its statutory and regulatory scope, the Board:



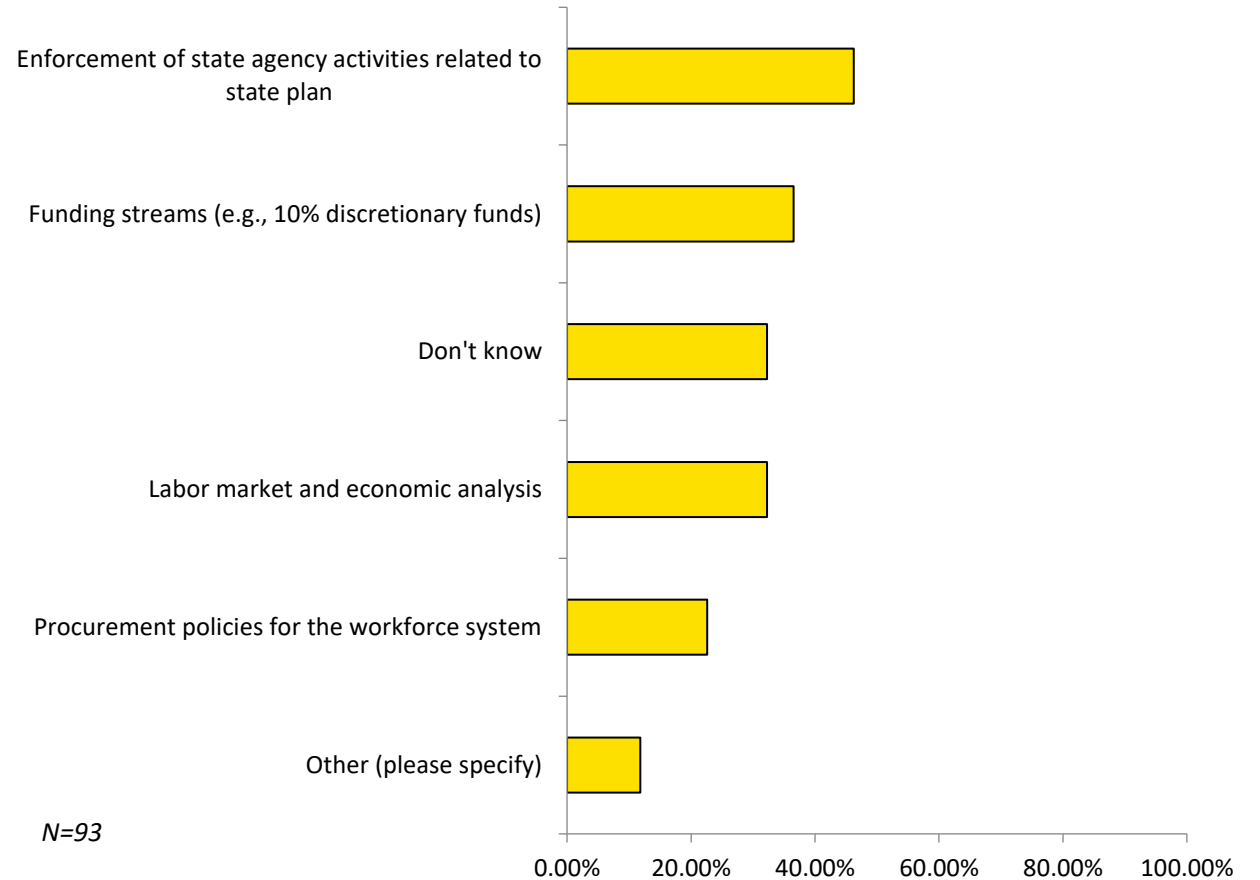
- Most felt the Board appropriately used the authority it has but concerned that it doesn't have the proper authority for its purpose.
- *"While the board appropriately utilizes its authority, its authority is limited and should expand to cover broader workforce areas, incorporate more representatives of sectors to help inform need and allow for testing and evaluation of new deliveries, assessment, public/private partnership, etc."*

Suggestions for increasing authority

- Money
- Cabinet level agency
- Formal directive with ways and means committee
- Change in statutory authority
- Governor extend authority

Are there specific aspects of the system that the Board should have authority over?

(Choose as many as apply.)



Role

Survey and Interview Data

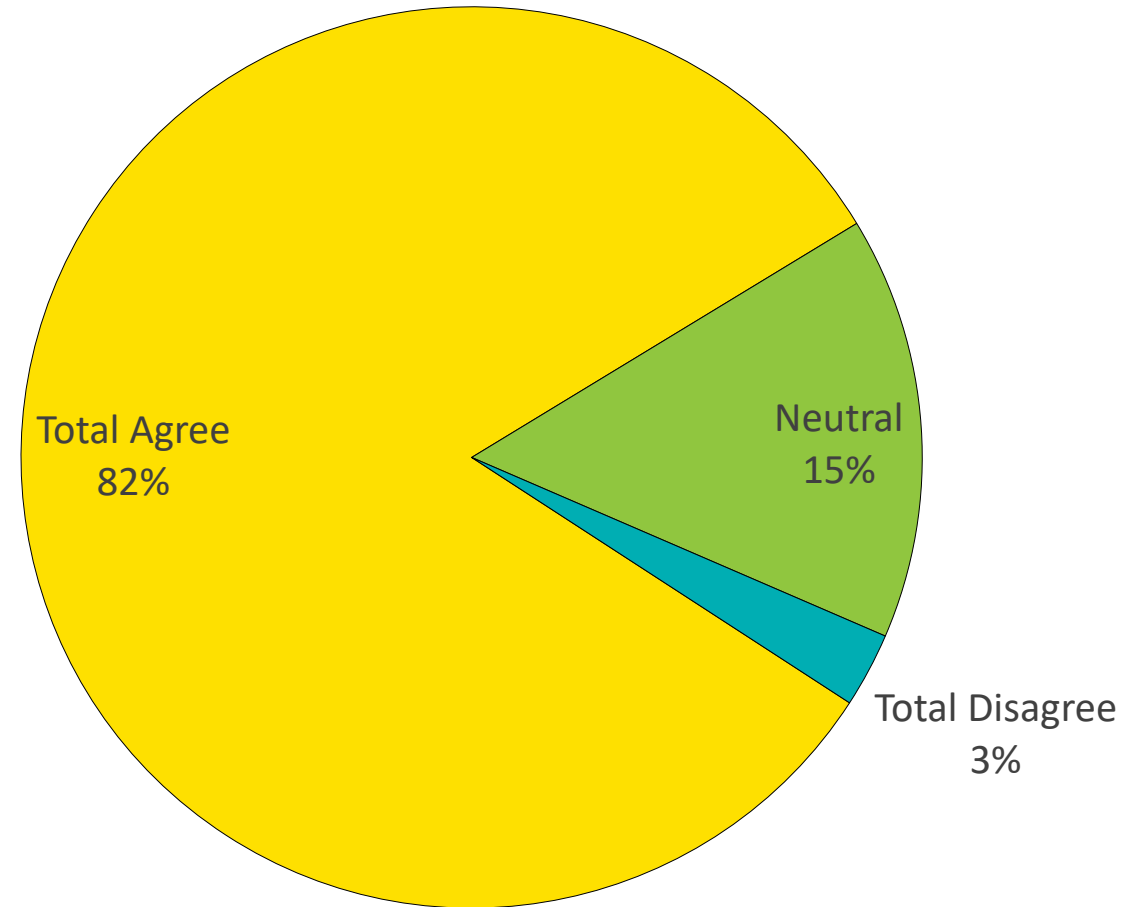
Role Summary Slide



- Clear agreement that the Board is important
- Many participants expressed desire for Board to focus more on providing clear guidance and direction, act as convener
- Many participants indicated a desire to do less operational, regulatory and compliance activity
- The spectrum of answers to the role for the Board demonstrates the variety of expectations and challenge of meeting them all

Board Importance

**The Board is important to the state workforce
development system.**

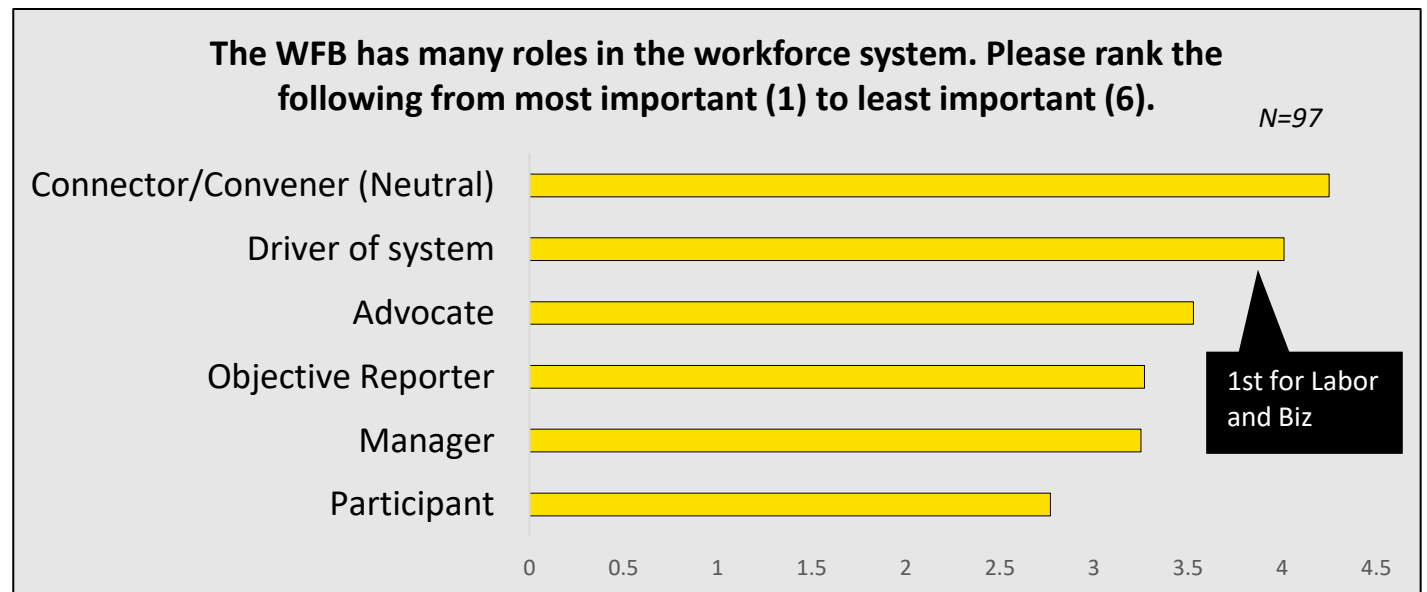


N=112

Desired role

- a. Policy shaping, driving and north star
- b. Convener to gain higher level input and many voices; leverage existing interactions
- c. Strategic advisor, advocate, ombuds, conduit and communicator
- d. Future focused: think tank, anticipate research, analyze, forecast, publish
- e. Hub and spoke: directive on collective action priorities
- f. Provide essential supports
- g. Align system money to vision
- h. Set high standards, measures lead/lag, incentives and monitor effectiveness across system
- i. Framework shaping
- j. Best practices hub
- k. Program creator
- l. Operate state labor market data system

“If we continually pick and choose what the Board focuses on, it feels like whiplash every single year.”



Desired role, cont.

- m. Gaps identification and solutions connector
- n. Model and create accountability structures
- o. Strong connection with, support to, implement through WDCs
- p. Lead collaborative efforts
- q. Depend on agencies for stakeholder engagement and operations
- r. Identify and remove unanticipated barriers
- s. Align systems and processes for seamless customer experience
- t. Promote programs
- u. Align programs to needs
- v. Reinforce continuous improvement
- w. Mentor and coach
- x. Link to Federal level

"WTB should be tracking progress toward the Governor's three priorities and coordinating the agencies to work together to accomplish them."

Board should do more of...

“We need vision, culture, aspirations and action plans”
“Define and provide collective impact support for 1-2 major cross-agency initiatives”

- Future oriented, proactive, systems approach
 - Skin in the game for Board
 - Concrete
 - Data driven, research and evidence based
 - Focus
 - Strategic policy work
 - Advocacy
 - Authority
 - Speed and agility
 - Deeper dialogue
 - Difficult conversations
 - Meetings: Big decision making
 - Pull vs push
- Regional strategy assistance
 - Holistic beyond ed and labor
 - Experiment in large scale change by motivating, incentivizing and leading
 - Innovation
 - Open forum and hearing voices
 - Balance of 4 year and CTE
 - Ed updates beyond Perkins
 - Clear communication of what's happening at ground level
 - Clarifying roles and partnership with agencies
 - Quality assurance
 - Local decision making
 - Industry skills panels beyond Healthcare

Board should do less of the following:

- Compliance
- Regulatory
- Operations
- Program delivery focus
- Meetings: No rubberstamp, less information sharing
- Unfunded mandates
- Low impact work
- Solving problems of current system
- Pilot projects
- Agency-centered state
- Each entity protecting their own
- Dictating
- Deploying IT
- Framing pathways around institutions rather than programs

“Rather than viewing the Board as *above* the system; it has representatives *from* the system”

Approach to change role

“We need to get this done in a year – we don’t have five years.”

- Gov office clarifies role, concrete metrics, cascade
- Align WTB staff with core purpose
- Reorient relationship and role with external audiences
- Align authority with responsibility



Desired Impact and Goals

Survey and Interview Data

Impact and Goals Summary Slide

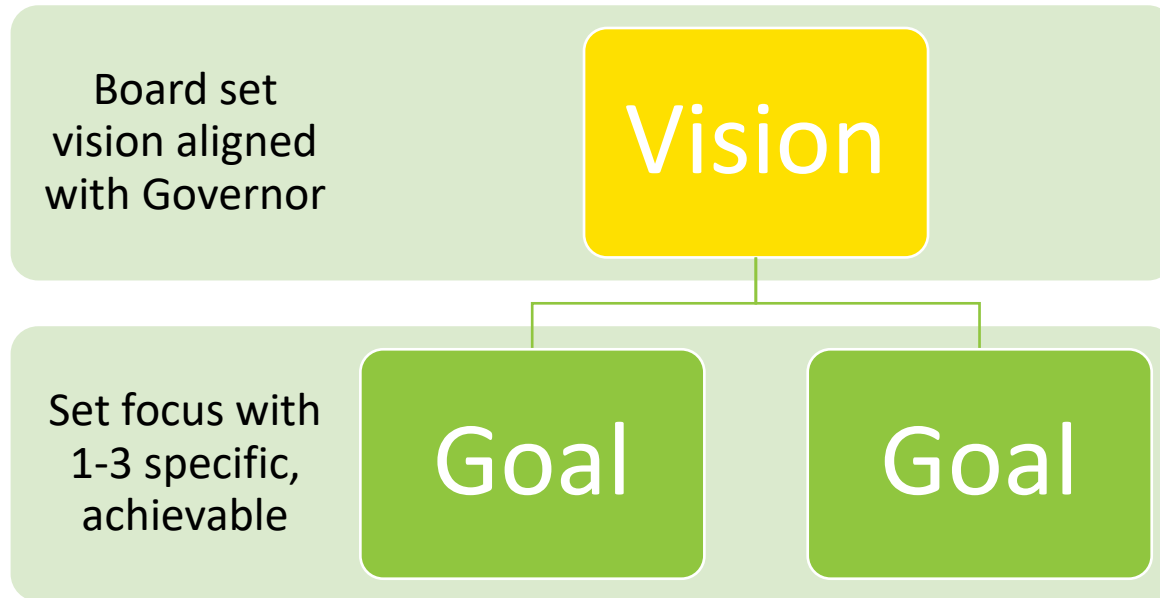
- Want Board to have a higher impact through clear vision, 1-3 goals
- Multiple focus areas named – no consensus or agreement on vision or goals
- Want more direct engagement and impact for business
- Some feel Board is overly focused at federal level and not enough at state and local
- Interest in understanding Board's role within overall system – Board should impact system while others work to impact different constituencies
- Some comments indicate a desire for greater emphasis on diversity, equity and inclusion

Higher Impact Needed

- *“Washington needs to work. This group could deal with so much more high impact stuff. We don’t have healthcare workforce. What would you expect to see as an outcome? Alignment and movement across various agencies (OSPI, DSHS, HCA, Commerce), a path from getting from point A to point B. Concrete. 5 key things that we need to accomplish over the next five years to get to a working WA. Get each agency to fulfill the roles they already serve. Instead of circular conversations.”*
- *“We’re not going to make things happen through that Board right now. My view of effectiveness is you get bigger or smaller to get more effective.”*



Desire for vision and focus



“Clear vision and strategy that is woven into private and public sectors.”

“Seems like we could be more strategic with the TAP plan – these four goals aren’t all strategic. Right now it is a mish mosh and most Board members can’t keep track.”

“Need to have a vision for what the workforce should be and how it meets the needs of employers. How does it align with different employers in the State. How far out should the vision be? Probably a ten year vision.”

“Re-chartering the agency and defining the purpose will lead to mtgs that have more of the decision-makers. Move things forward faster. And, focus on the 2 things we’re doing this year.”

“Duties are too disparate now. Should establish focus on just 1 to 3 goals and coordinate the system to achieve just those.”

Vision

Destination, Purpose, Values

- Imaginable: It paints a picture of the desired future.
- Desirable: It appeals to people that are striving to reach it and customers they are serving.
- Feasible: It is aspirational yet achievable.
- Focused: It provides concentrated direction.
- Flexible: It is broad in scope and allows for modification in a dynamic environment.
- Communicate: It is easy to articulate to others without much explanation.





Suggested focus areas

- Living Wage
- Future of Work
- CTE, especially apprenticeships
- High barrier populations
- Career paths
- Data to drive investment:
forecasting, system performance

“I wonder about focus – if their purpose is 30 different things, that is a wide scope. Does that impact how effective it is?”

Comments on focus areas

CTE

- *Lack of integration with the best workforce development training program there is – apprenticeship.*
- *Better communication to parents of K-12 about spectrum of options for children other than 4 year*

Data

- *We know that data are powerful in program improvement, continuous improvement, policy change. Challenge is looking at birth – workforce. How do we get kids in right pathways, degree you want to pursue and labor markets and community you want to live in. Better public access to that type of data. Both state and regional level data. This is both demographic and outcome data. Demographic data and breaking it down to certain occupations... looking at equity and access to opportunity. Getting some of this today but not from state entities. All through non-profits and grantees.*

Future of Work

- *Opportunity for Board to have an impact – future of work. Owning the work, compiling the data and responding to it. I'm concerned about the gap of having a separate commission.*
- *Proactively looking at emerging workforce trends and helping the system respond accordingly: The Future of Work. Putting Washington on a forward-learning posture to meet the future.*

High Barrier Populations

- *Provide better access to board by high barrier groups through intentional outreach and inclusion, not collecting community input through staff run committees that is filtered/shaped before sending to board.*

Desired Impact with Business

“How business and govt approach a problem are very different. Based on Board structure, WFB has an opportunity to be a translator between the two. They could bridge some gaps. If biz community speaks Spanish and Govt speaks French, the WFB could be the bilingual entity.”

“Develop talent that I can hire: building engineers, state licensed in refrigeration and boilers with some technical abilities.”

“Biz should look at us and say I have a talent deficiency/need, want to attract new talent – should see local workforce centers as place to get those services. Can it be applied across multiple businesses? Can we bring it all together?”

- WTB is seen as one of the few state entities that can represent business
- At the local level, business is asked to engage in multiple different settings, creating redundancy (for biz) and time suck
- WTB can bridge the gap between government and business.
- Improve talent development directly beneficial to business
- Provide forecasting for future needs so investors (philanthropy and legislature) know where to put resources
- Specific issue: childcare

Federal- State-Local

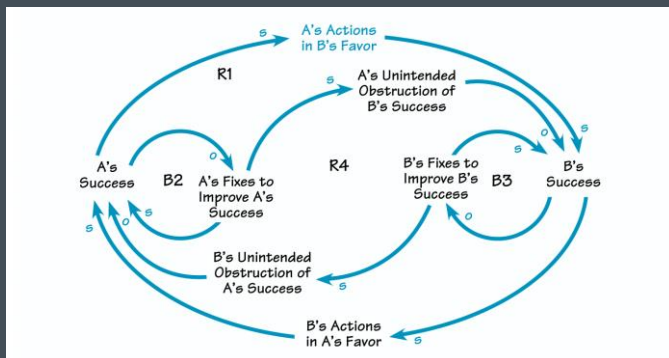
“Again, WTECB's purpose and role as the state board for workforce development and the federal board for WIOA are distinct and I don't believe board members uniformly know the difference and when they are acting as one or the other.”

“What is the weird relationship between ESD, local WDCs, and WTB – whole things need to be re-racked.”

- Sense that the Board is more focused on federal level activities to the detriment of state needs
- Desire for Board to have more influence and provide greater guidance and coordination at state level
- Desire for Board to provide more direction and coordination to WDCs

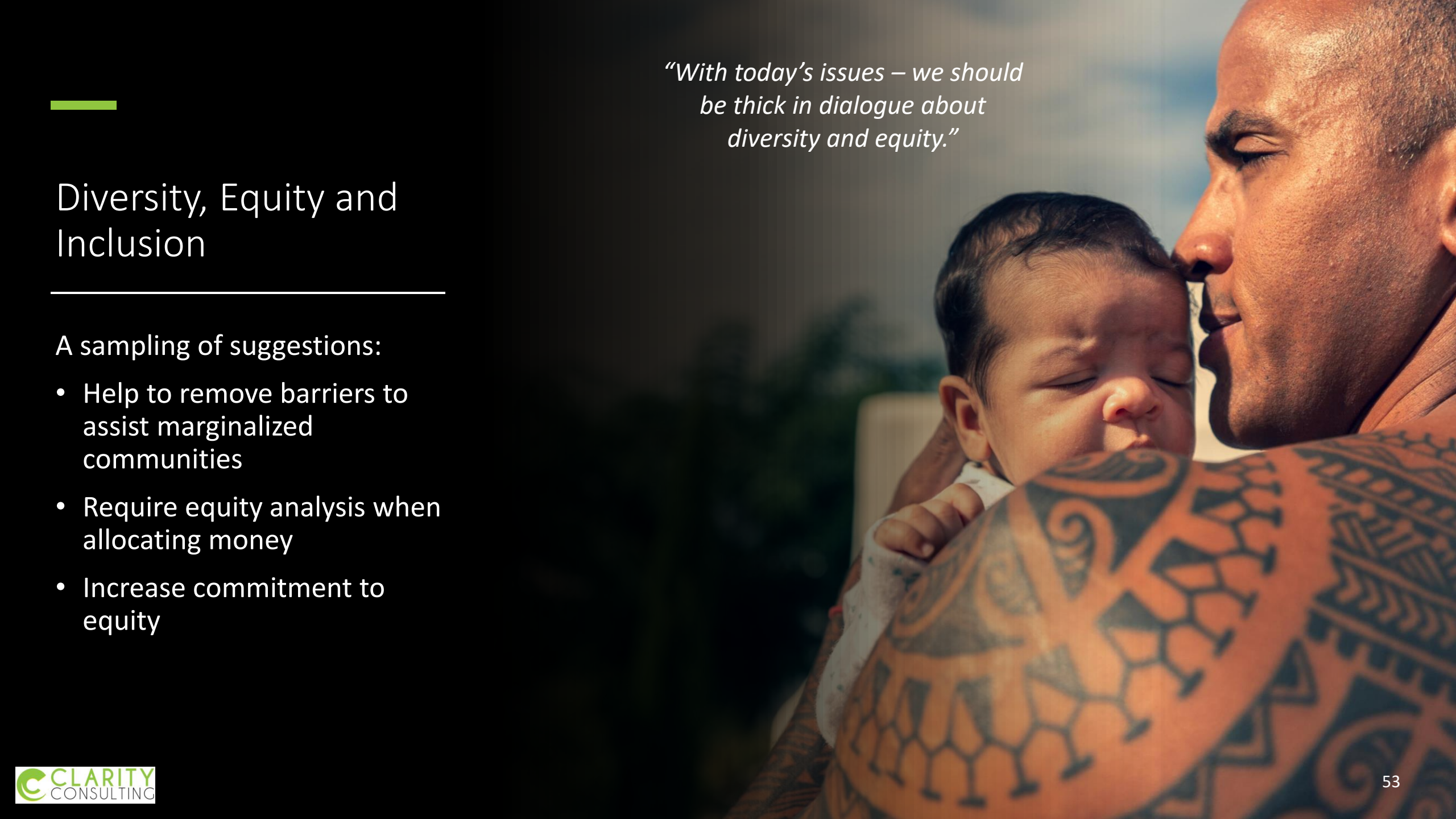
System Perspectives

- System seen as big and fragmented
- Somewhat shared understanding of system
 - Most agree on a core set of agents/activities
 - Wide-range of what else should be considered part of the system
- Desire for Board to see system as its customer
- Systems archetype “accidental adversaries” may be in effect between government agencies – can explore in future meeting



“Businesses exist on the ground, in their community. Don’t exist at the state level. Board can more actively and vigorously promote and advocate for the local workforce system and the services delivered by that local system. Lack of Board engagement in helping businesses understand that in their local community there is a staff person to help them. The system and the Board sees things at the state level, but that isn’t where the action is. Need to understand the work at the local level – where service takes place should be highlighted, championed, and supported at the local level.”

There is an inherent conflict built into the workforce board. The evaluation of the effectiveness of workforce programs is "uncomfortable" for the agencies that administer the programs, policymakers are not always cognizant of this inherent conflict. It is a healthy conflict that should be respected.

A close-up photograph of a man with a large, intricate Polynesian-style tattoo on his right arm, holding a newborn baby. The man is looking down at the baby with a gentle expression. The background is softly blurred, showing an outdoor setting with greenery and a building.

*“With today’s issues – we should
be thick in dialogue about
diversity and equity.”*

Diversity, Equity and Inclusion

A sampling of suggestions:

- Help to remove barriers to assist marginalized communities
- Require equity analysis when allocating money
- Increase commitment to equity

Representation

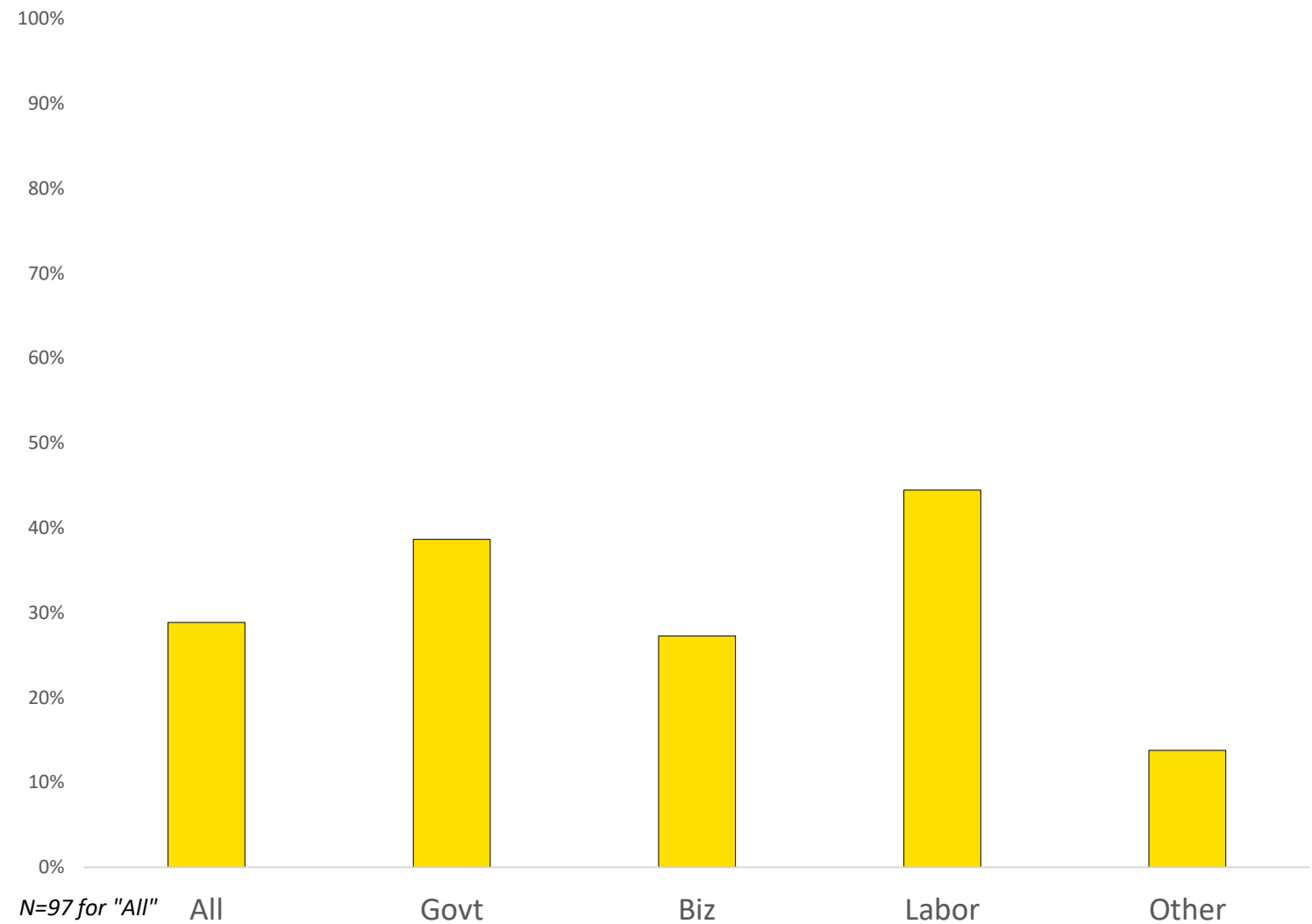
Survey and Interview Data

Representation Summary Slide

- People don't feel their interests are well-represented
- Some expressed desire for business-led board
- Shape business representation on Board to include people more directly involved in business (with appreciation for current members)
- Many comments requesting increased participation from principals in Board activities
- Interest in adding representation but hesitation at expanding Board
- Representation could be enhanced through channels/settings outside of Board meetings or Board membership

Interests Represented

% who agree that "my interests are well-represented by the Board"



Representation: business

- Ensure members are active in business and connected to ground level
- Continue AWB representation, consider adding NFIB (WA Small Business Assoc)
- Mix of:
 - small, medium, large
 - East and western WA
 - Industry, e.g. retail
- Engage business through other existing avenues:
 - ESD
 - DSHS
 - DOL
 - Commerce
 - Higher Ed Advisory Council

Barriers to business involvement

- Programs offered don't always align to their current needs
- Small business time is too limited

"We are an agency-led board, not a business led board."

"There is a whole spectrum of what business means – individual entrepreneur, sole proprietor, larger mid-size business, huge business. Make sure we're meeting the needs of small, medium and large, service providers, manufacturers, other areas of business that are sometimes ignored."

Representation: labor and government

Labor

- Increase job seeker advocacy
- Increase voice of current workers

Government: add members

- Gov's office
- DSHS
- Commerce
- L&I apprenticeship
- Services for the Blind
- 4-year institutions

"I think we need to increase the voice of workers in the "labor" representation."

"There are significant organizations that aren't voting members and feel disconnected."

Representation: additional voices

- Students
- Teachers
- Consumer rep
- Labor ed research center
- Social enterprise
- K-12 beyond Puget Sound area
- Barrier populations e.g. those served by TAP
- Private and post-secondary training provider
- More economists on board or staff

“Government tries to speak for the barrier populations versus having their voice there.”

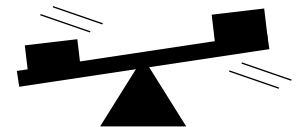
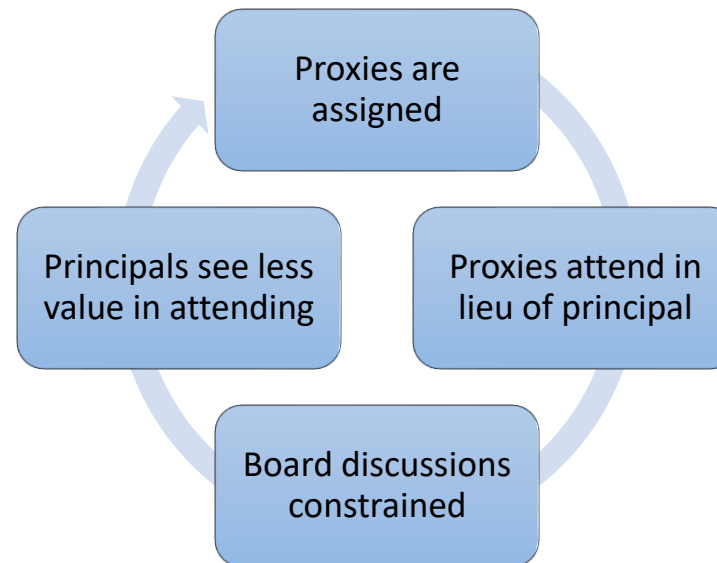
Representation: participation

"I get it – people are super busy – but if you want to be on the Board BE ON THE BOARD."

"Proxies are being sent which signals that WTB isn't a priority"

Some themes:

- Principals rather than delegates
- Represent constituency, not own organization
- Increase “working” activities

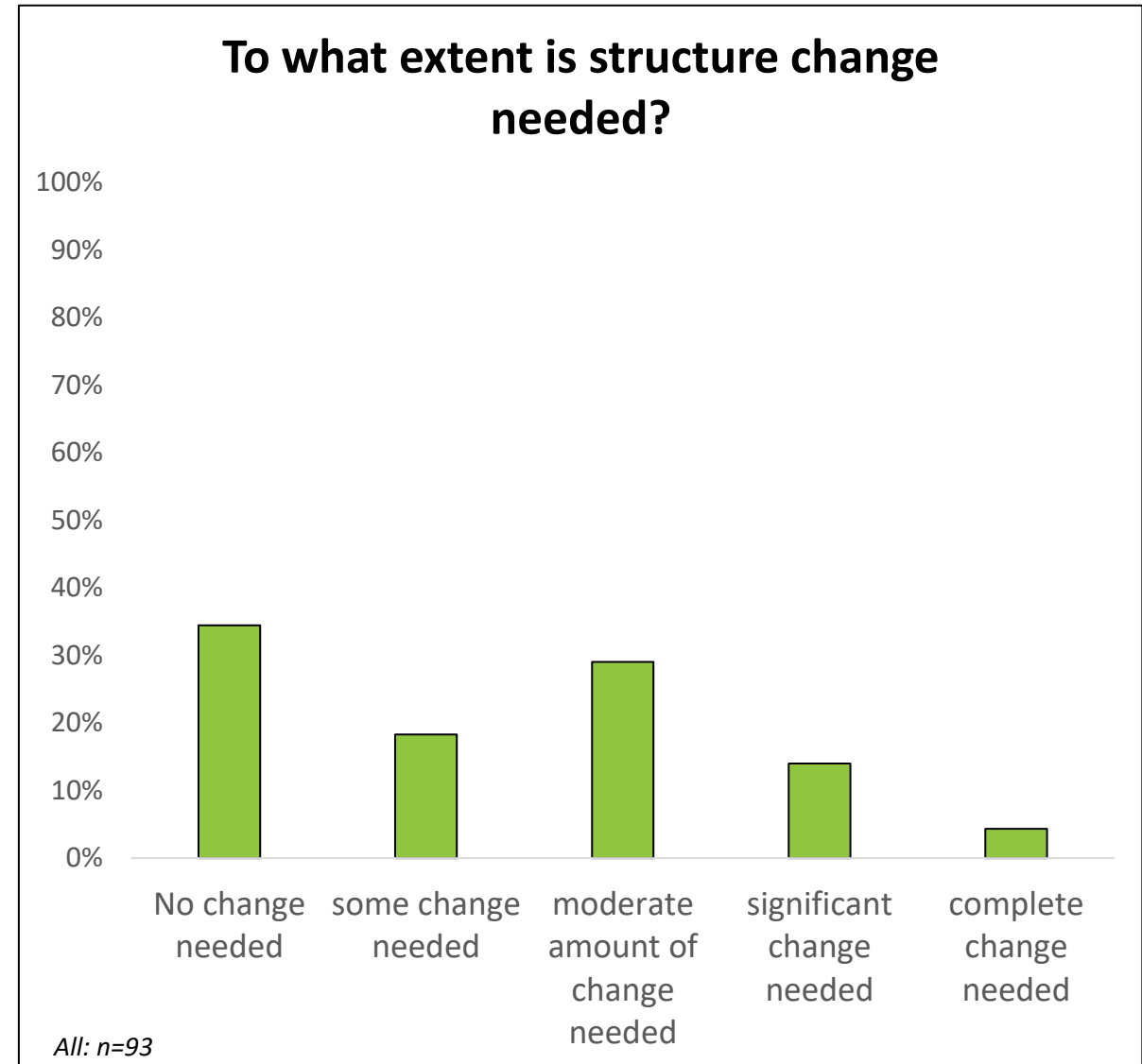


Representation: structure

Some thoughts shared:

- Add WTB to Exec Cabinet
- Tripartite
 - critical and effective
 - increase membership to 12 and keep tripartite
 - tripartite not aligned with 51% business like WDCs; voting chair
- Keep strong business and labor partnership
- Right chair and board members
- Rotate membership: voices and duration
- WTB should have local board members to help elevate, recommend and keep a local voice
- Improve relationship with WDCs

“Law clearly says the voice of business should be the driver. Since the dawn of WIA or WIOA this has been the expectation and we’ve never been in compliance.”



Representation: structure

A sampling of ideas

“Best work is done through work groups outside of the board”

- Increase importance and prestige
- Look for natural collaborators and culture builders
- Seek passionate businesspeople who are connectors and action oriented
- Some board members are jointly evaluating each other and are beneficiaries of the decisions of the board
- Engage policy makers who are not on the board
- Maybe have different voting members by topic
- Sector specific view
- Create an advisory board for WTB
- Multi level perspective: boots on ground, mid level, executive
- Process to hear voice and build advocacy for different populations
- Institutionalize a method for gathering input
- Create workgroups outside of the board
- Principals of board focus on strategic level; operational table of people charged with doing the work
- Licensing agencies need to be more connected; licensee notices that DOL is often left out on important information
- Use technology to gather input rather than only in-person Olympia meetings

Board Priorities and Duties

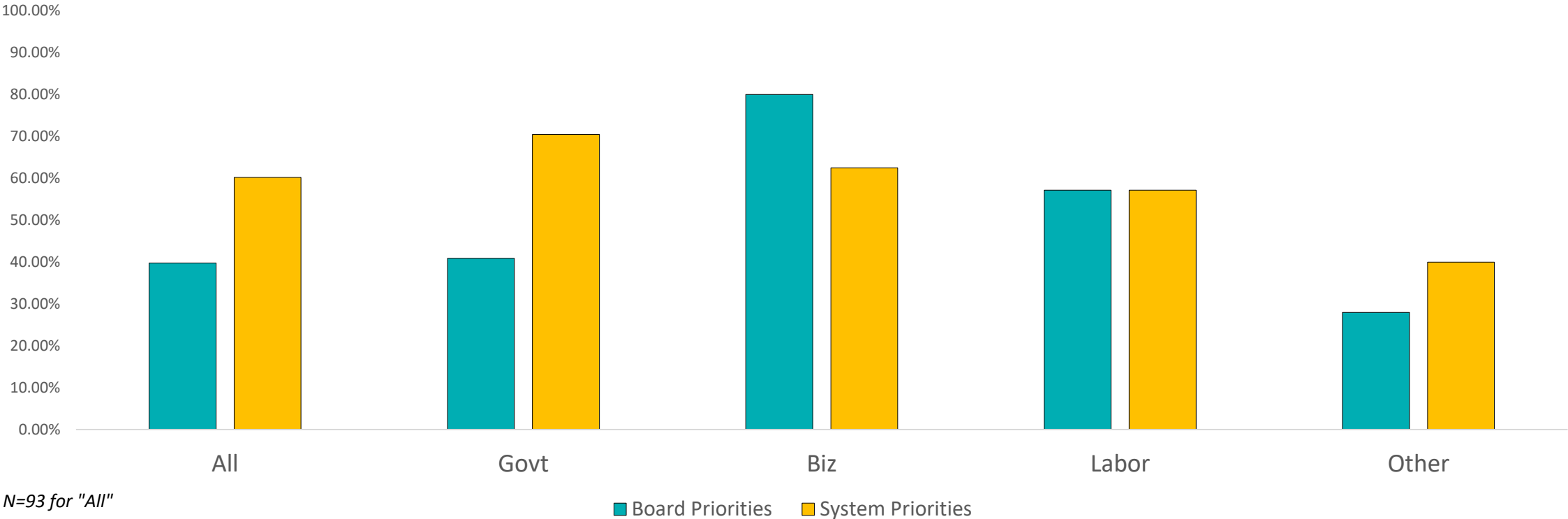
Survey and Interview Data

Board Priorities and Duties Summary Slide

- **60%** feel they understand the priorities of the system
- **40%** feel they understand the priorities of the Board
- **All duties** seen as valuable (no agreement on which ones to eliminate)
- **Board seen as effective** in performing 22/38 duties

Understanding of priorities

**I know the Board priorities and workforce system priorities.
(% Agree)**



“Duties” Methodology

- On survey, separately listed every duty provided for in the RCW
- 38 total
- Asked people to rate each duty for how valuable it was and how effective the Board was in performing the duty
 - 1 = not very valuable/not very effective
 - 2 = somewhat valuable/somewhat effective
 - 3 = very valuable/very effective
- Responses >2 indicate majority felt it was valuable/effective
- Responses <2 indicate majority felt it was not valuable/not effective

Board Duties Results

- 22 Duties rated higher than a 2 for Board effectiveness
- All 38 duties rated higher than a 2 for valuable
- This conflicts with desire expressed for Board to narrow focus – if all duties are valuable and Board narrows focus, then duties would have to be performed by other entities
- Every duty was rated higher on valuable than effectiveness
- Two biggest gaps:
 - Facilitate the location of support services, including but not limited to, childcare, financial aid, career counseling, and job placement services, for students and trainees at institutions in the state training system, and advocate for support services for trainees and students in the state training system
 - Provide for coordination among the different operating agencies and components of the state training system at the state level and at the regional level
- Handout will be provided showing duties in order by:
 - Board effectiveness
 - Most valuable
 - Gap between value and effectiveness

New duties

- Theme of no new duties until current ones are performed well
- Suggestions – all only offered by one response.
 - Develop an optional branch of licensing that is a DOE recognized accrediting agency.
 - Industry sector analysis of specific workforce needs, track changes as state moves more into technology-induced future of work. Should also help lead a transition to competency-based learning with business and labor.
 - Ensure regional WDCs are addressing the needs of all counties and communities under their purview, not just the ones with the largest companies.
 - Disaster recovery planning

Staff

Survey and Interview Data

Staff Summary Slide

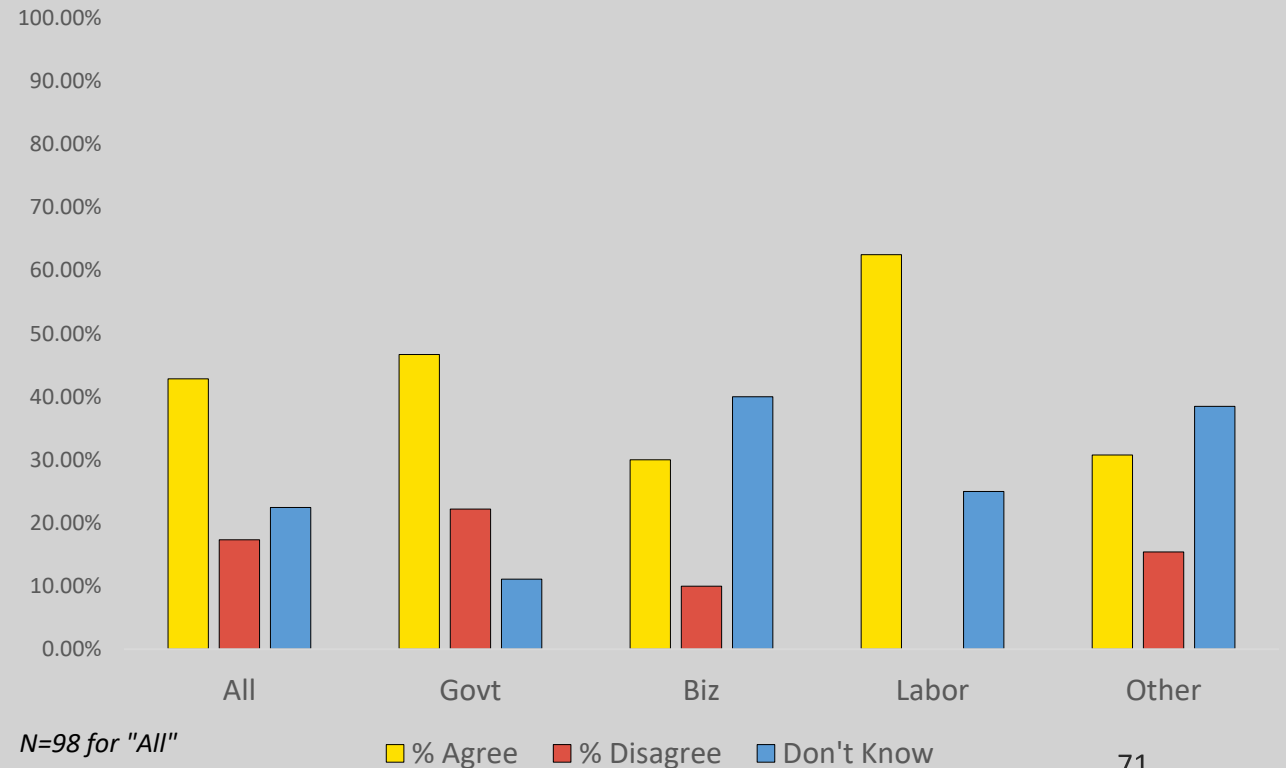
- **Working Well**
 - Staff pleasant, enjoyable, collaborative
 - Staff highly credible, talented, knowledgeable
 - Staff are available, consultative
- **Opportunities**
 - Clearly under-resourced
 - Broaden focus to more strategic areas, spend less time on reports and meetings
- **Concerns**
 - Staff leads Board, not other way around
 - Not enough credibility with Governor's office and legislature to influence, garner resources and move things forward

Effectiveness

"Always good interactions, great commitment and good representatives of tenants for systems alignment and vision. Competent individuals."

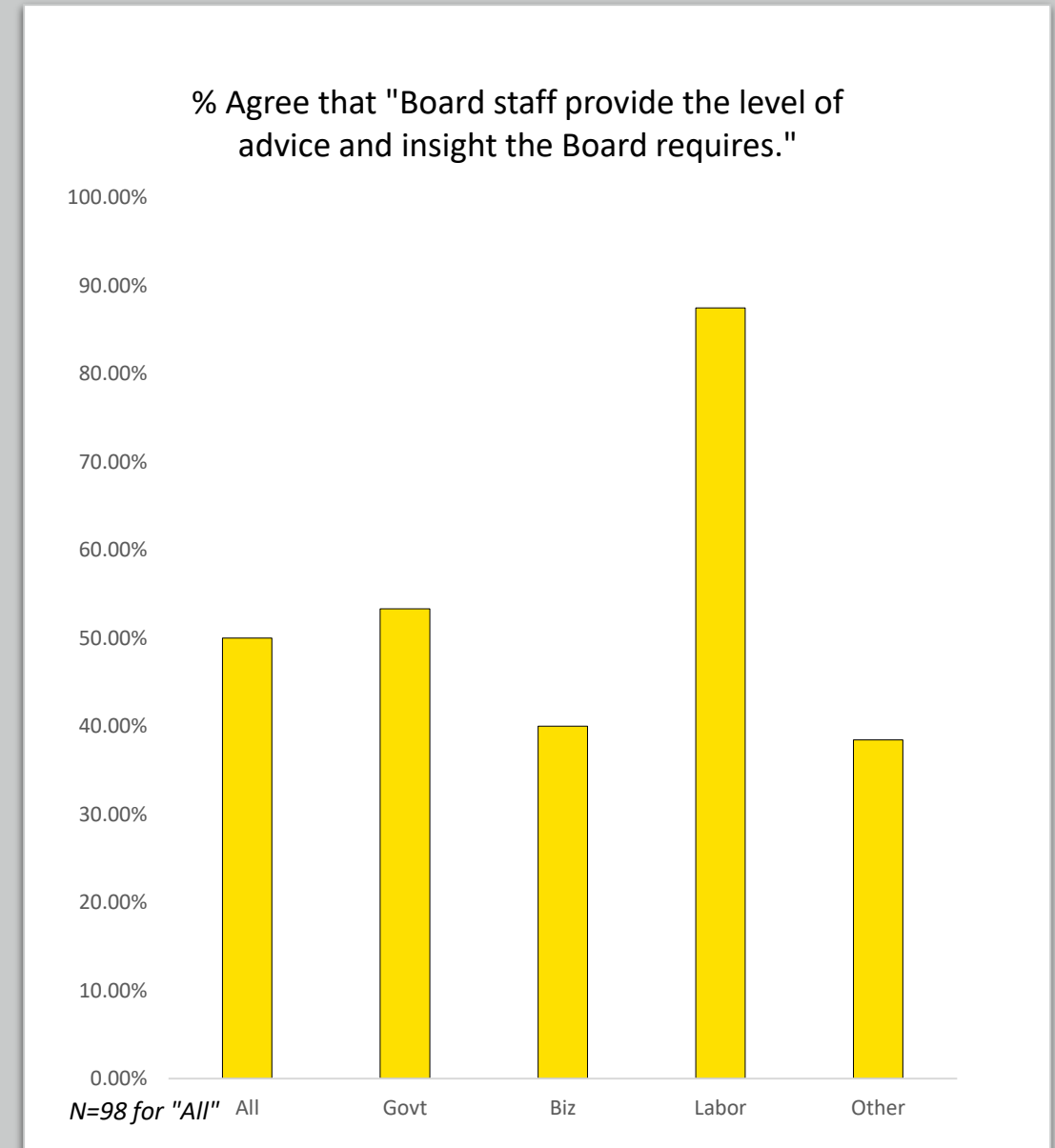
- Strong theme around expertise and credibility in the subject area
- Appreciation for the efforts to collaborate, be available.
- Several comments around being nice, pleasant to work with
- No majority agreement from all with any survey question related to staff.

"Board staff effectively partner with other state agencies and parts of the workforce system."



Staff Role

- Significant theme that staff directs the Board and not the other way around.
 - *“Board staff often seem to be directing the Board on what projects should be undertaken and often after they have already begun. Staff should be following the lead of the board and not directing the Board.”*
 - *“The purpose is to collaborate across partners to bring solidarity to the system. The staff to the Board should be supporting that work and not operating separately from the directive and plan of the Board.”*
 - *“Thus far, it has felt like agency staff is coming to the Board and telling the Board things – hasn’t felt like the Board is an entity driving the agency or the agenda for the state.”*
 - *“Feel staff is more disengaged from the Board, because the Board isn’t inspired. When they’re not inspired, staff are not inspired.”*

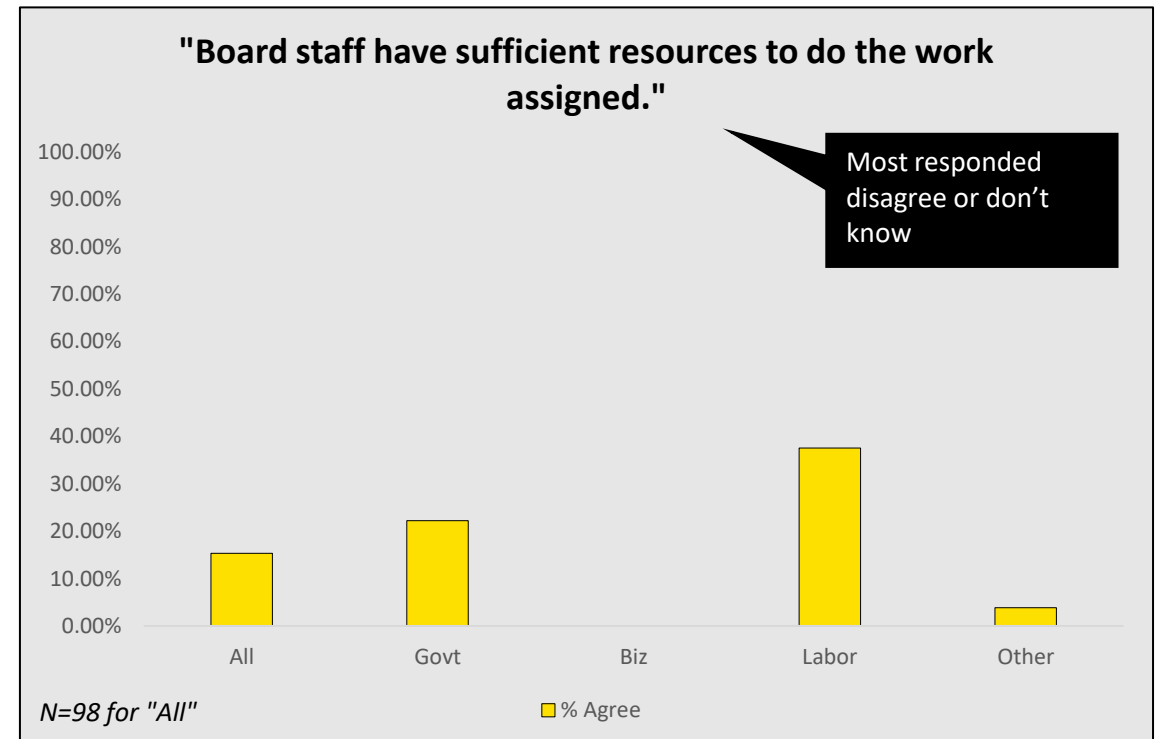
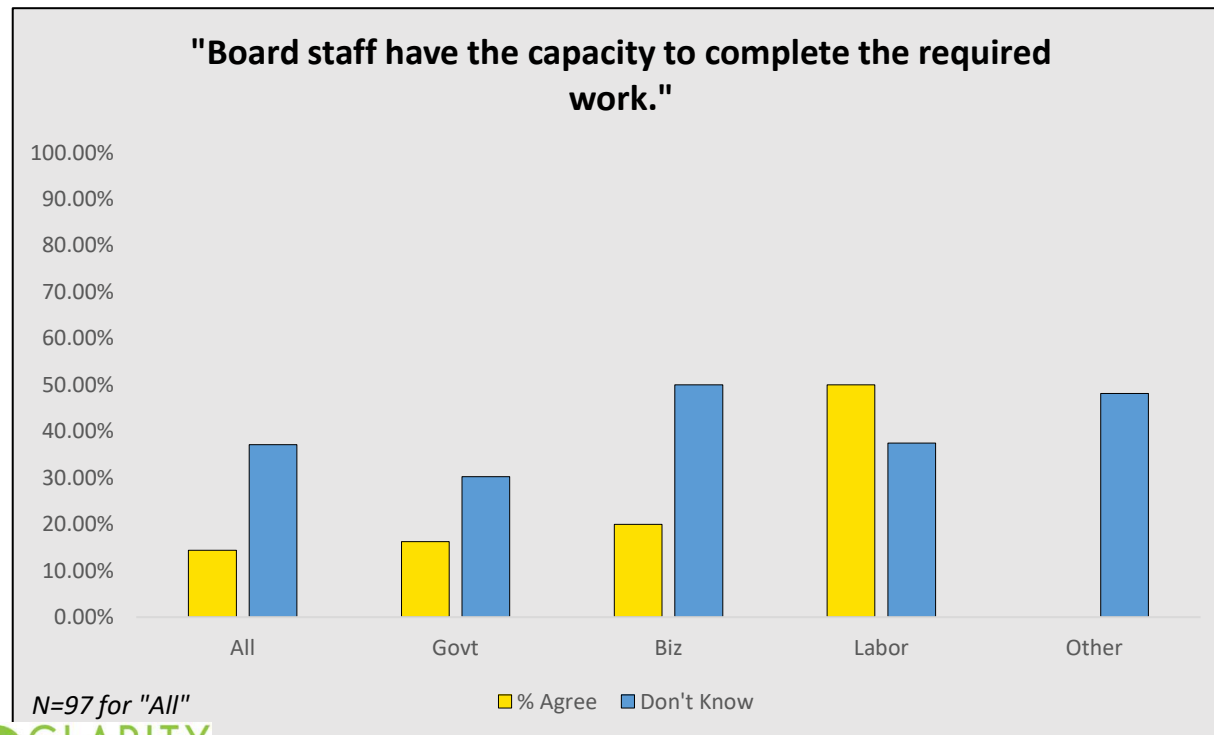


Staff Capacity

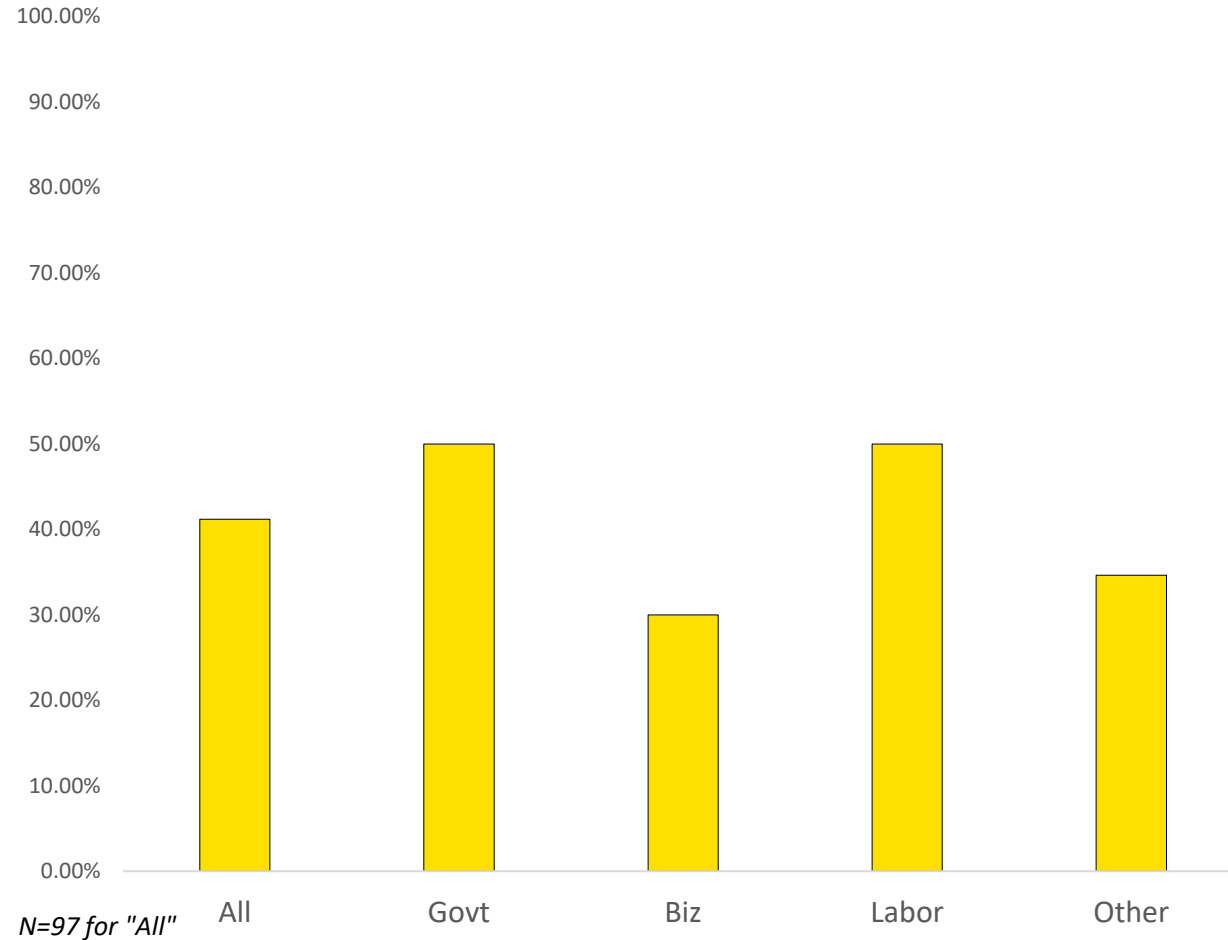
- Strong agreement that staff do not have the capacity or needed resources to do the work assigned.

"The Workforce Board and its staff have a large portfolio. Lots of great people but they are so busy that it can be hard to focus or spend time on smaller pilot projects. The Board would benefit from having a few more staff to help with the wide range of activities, projects and reports and to help conduct these pilots."

"Great staff, but they need more of them. I have no idea how they manage to do as much as they do, maintaining really high performance quality. I appreciate that they always try to seek stakeholder input when important decisions are being considered."



% Agree that "Board staff lead changes that help to serve future workforce needs."



Staff Focus

- Sense that staff is focused on meetings and reports
- Desire for more strategic focus
- Want more staff allocated to business and economic development
- Improve understanding of and coordination of the larger system
- Improve connection with local WDCs
- Concern that adding new duties is counter-productive when staff aren't performing at a high level currently.

Some very good staff that understand the law and the policy environment. Know their programs well. Want to see more strategic focus from all the staff. More of a convening and facilitating function that occurs. Want to be able to have challenging conversations among different actors and referee that, drive us toward outcomes.



Next steps:

- What additional information do you need to develop a response to this information?
- Recommendations and report provided prior to August Board meeting

Preparation for August's Meeting

Please take some time between now and August to review this information thoroughly. Prepare answers to the following questions. We encourage written answers in order to really clarify your thinking.

1. Articulate what the Board's role should be. What changes need to be made to representation, duties, meetings and staff to move the Board into that role?
2. What is your point of view on Board representation? Should the Board expand? Should individuals on the Board change? Are there specific organizations or types of organizations that should be represented? What is your perspective on the concern regarding use of proxies?
3. Regarding representation, are there are other tactics (e.g., committees, panels, Board meeting guests) you recommend the Board use? If yes, describe what tactic and how it would be used.
4. Review the authorizing statute: <https://app.leg.wa.gov/RCW/default.aspx?cite=28C.18>. Based on the 360 data and your own perspective, what changes do you feel are needed? Are there duties you would eliminate or add? Do you feel there should be changes to the statutory authority? Would you adjust the purpose of the Board in any way?
5. Would you advocate for a specific ask of the Governor or in legislation regarding authority or resources? If yes, what is it and why?
6. As a Board member, what do you need to personally change in order to move the Board forward?
7. What are the main process steps for getting the Board to where it needs to be? What timeline do you have in mind for those steps?
8. Do you think the Board should have a short list of focus areas? If yes, what do you think should be the 1-3 focus areas for the Board? Should the focus areas be on a shorter (1-3 year) or longer (5-10 year) horizon? Why? What is the process/setting for getting the Board aligned on these and when should that happen?
9. Who or what is the primary customer of the Board? For example, system itself, other agencies/organizations, certain individuals?
10. Are there changes needed within the system for the Board to perform well? If yes, what would you ask, of whom, and why?
11. What additional information do you need to develop a response to this information?

Closing

Interviewees

1. Advance CTE, Kim Green
2. AFL-CIO, Larry Brown
3. AFT Washington, Karen Strickland
4. Association of Washington Business, Gary Chandler
5. Ballmer Group, Andi Smith
6. Career Connect WA, Maude Daudon
7. CBRE, Tom Ripley
8. City of Seattle, Chris Alejano
9. City of Seattle - retired, Glenn Scott Davis
10. Council of Presidents, Paul Francis
11. Dept. of Commerce, Rick Anderson
12. Dept. Of Labor and Industries, Christopher Bowe, Rich Wilson, Karen Ahrens
13. Dept. of Social and Health Services, Cheryl Strange
14. Dept. of Social and Health Services, David Stillman, Rob Hines
15. Employment Security Department, Suzi LeVine
16. ESD 112 (SW WA), Tim Merlino
17. Formerly with Microsoft, Lee Anne Caylor
18. Gates Foundation, Lindsay Hunsicker
19. Governor's Office, John Aultman
20. Governor's Office, Caitlyn Jenkins
21. International Association of Machinists, John Holden
22. Kaiser Permanente, Susan Mullaney
23. MacDonald-Miller Facility Solutions, Perry England
24. Microsoft, Jane Broom
25. Northwest Career Colleges Federation, Maryann Braithwaite
26. Orion, Kathy Powers
27. OSPI, Chris Reykdal
28. PacMtn, Cheryl Fambles
29. SBCTC, Jan Yoshiwara
30. SEH-America, Ben Baghepour
31. SEIU-1199 NW, Jane Hopkins
32. Sierra Pacific, Lisa Perry
33. Slade Gorton International Policy Center, Creigh Agnew
34. Spokane Regional Labor Council, Beth Thew
35. Spokane Workforce Council, Mark Mattke
36. U.S. Department of Labor, Employment and Training Administration, Region 6, Carol Padovan
37. WA Dept. Of Veteran's Affairs, Alfie Alvarado Ramos
38. Washington Building Trades, Mark Martinez
39. Washington Building Trades, Mark Riker
40. Washington State House of Representatives, Representative Mike Sells
41. Washington State House of Representatives, Representative Vandana Slatter
42. Washington State Labor Council AFL/CIO, April Sims
43. Washington State Senate, Senator Christine Rolfes
44. Washington State Senate, Senator Emily Randall
45. Washington Student Achievement Council, Mike Meotti
46. Washington Workforce Association, Sandra Miller
47. Workforce Education Council , Claire Korschinowski
48. Workforce Training and Education Coordinating Board, Dave Wallace
49. Workforce Training and Education Coordinating Board, Eleni Papadakis
50. Workforce Training and Education Coordinating Board, Eric Wolf
51. Workforce Training and Education Coordinating Board, Erica Wollen
52. Workforce Training and Education Coordinating Board, Jim Parker
53. Workforce Training and Education Coordinating Board, Nova Gattman
54. Workforce Training and Education Coordinating Board, Victoria DeBoer

Interview Questions

1. **What is your role in the workforce system?**
2. **What is your relationship to and experience with the Workforce Board? What is your level of familiarity with the Board's role/work (high to low)?** *(If low/limited, we'll ask you to talk about your experiences with the public workforce and education systems, and to think about the potential role of a high-performing leadership board and the impact such a board might have on workforce development issues that you care about.)*
3. **Based on what you know, how would you rate the Workforce Board effectiveness overall on a 1-10 scale (10 is high, 1 is low)?** *If you don't know enough about the Workforce Board to provide a rating, we can explore what conditions might lead to a high rating for a Board in following questions.*
4. **What do you most need from the Workforce Board? Are those needs currently being met? Why or why not?** *If you don't know, what would we need to do differently for the Workforce Board to be a value to you – to be a known entity in your business?*
5. **Do you believe the Workforce Board has the right resources and tools, including monetary, staffing, authority, to fulfill its roles and responsibilities?**
6. **Do you feel the Workforce Board serves the workforce and talent development needs of the business community?** Please describe the ways in which the Workforce Board does or doesn't serve those needs.
7. The state's Workforce Board and workforce development system have made sustained business engagement a top priority for improvement but has seen only minimal positive progress in this area. **How might the system change to get more involvement from the business community (with the Board and the workforce system)?** And what should the Board's role be in making change happen?
8. **Do you feel the Workforce Board serves the interests of workers and job seekers?** In what ways? What adjustments do you think are needed to serve these people well?
9. Gov. Inslee has made a commitment to sustain the tri-partite structure of the Board. **Do you feel that board representation changes may be necessary within the current tripartite structure?** Why or why not?
10. **From what you know about the Workforce Board and the state's workforce development system, what do you think the Workforce Board's relationship should be to the system?** What are some important aspects of that type of relationship?
11. **What is your experience with the staff?** What are the strengths and gaps when interacting with staff of the Board?
12. **In an ideal state, what would the Workforce Board's impact be?**
13. **What would be the impact if the Workforce Board went away (dissolved)?**
14. **What level of change do you feel is needed for the Workforce Board on a 1-10 scale (10 is significant change, 1 is no change)?**
15. **What else would you like to share?**